

U.S. DEPARTMENT OF STATE

# STATE

MAGAZINE

A photograph of Secretary of State Hillary Clinton waving to a crowd on a staircase. She is wearing a grey tweed jacket and matching pants. Several men in suits are standing around her, some clapping. A crowd of people is visible on the stairs behind her, some holding cameras. The scene is brightly lit, likely indoors.

*Smart*  
**POWER**

Secretary of State  
Hillary Clinton  
Takes Charge

FEBRUARY 2009

# FEB 2009

STATE MAGAZINE | ISSUE 531

The FSNs of the Year pose with Director General Harry K. Thomas. From left: Voltaire T. Gomez, Inesa Nicolaescu, Rubayat Rahman, Director General Thomas, Abderrahmen Moussaid, Fiona Hamid and Jean Hans LaForet.



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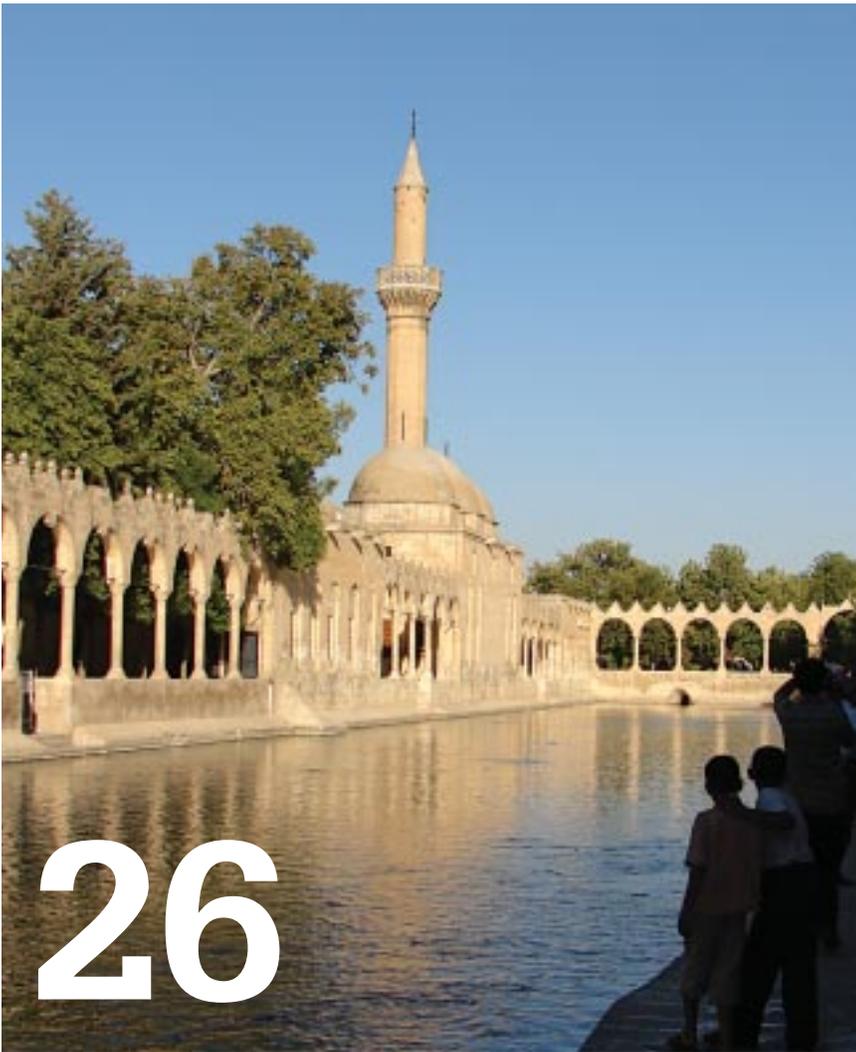
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### ON THE COVER

The 67th Secretary of State, Hillary Clinton, addresses employees on her first day at the office.  
*Photograph by Mark Stewart*

## Office of Human Resources Services Provider



This month, I would like to let you know about the innovative work being done by Paul Gilmore and his team in the newly created Office of Human Resources Services Provider. The office is an important player in the Department's ongoing move to a shared services delivery system for all HR services.

"Shared services" is a best practice used extensively in the business world. This initiative will enhance customer service, improve efficiency and provide consistent and dependable delivery of HR services.

Mr. Gilmore's office is responsible for providing staffing, position classification and some pay administration support to a variety of client bureaus. In addition, this office routinely interprets regulations and provides guidance to clients on a variety of novel human resources issues. It also manages various corporate programs and works with the Civil Service Human

Resource Management office on a variety of Department initiatives.

The office has taken on a significant role in the development of a project that will significantly change the position classification and recruitment process for the Department of State. The Department's manual paper-based Position Description creation, classification and recruitment process will be replaced by the newly designed Automated Classification and Recruitment System. This system will allow HR managers and specialists to create and edit position descriptions and support their life cycle, including the classification and approval processes. By storing electronic position descriptions, the Department will be able to standardize, simplify and speed up the internal classification process. Automation effectively eliminates the need to maintain hard copies of position descriptions.

The automated system also provides managers with a Request for Personnel Action Questionnaire. Managers are prompted to answer questions regarding the personnel action they are affecting. The questionnaire format ensures that all the necessary information is collected before submission of the request. The data collected will interface with the Global Employee Management System to create Job Codes and Positions. This automated system will ensure a more timely and accurate automated HR system.

Our goal in HR is to provide efficient and effective service to the talented members of the State Department family. We want to educate our managers about the Civil Service personnel system and develop a strong partnership with them. More than anything, we want to assist them in accomplishing their mission by hiring competent staff.

If you have any general comments or suggestions, please feel free to send them to me via unclassified e-mail at DG Direct. ■

# news

## Travel Itinerary Messaging Goes Online

The Bureau of Human Resources recently announced another Permanent Change of Station enhancement, the online Travel Manager TWO Proposed Itinerary Travel Message. Travel Manager TWO manages the workflow for travel itineraries initiated by the employee and approved at post. The application is available by logging into HR Online and accessing the Travel Manager TWO link under “Employee Self-Service.”

Employees now have around-the-clock online access to initiate, edit and submit their proposed itineraries. Once a Travel Manager ONE Assignment Notification is received, employees can initiate their Travel Manager TWO with preliminary travel dates and information. They can also save and update it later as more information becomes available. This enables employees to complete and submit the Travel Manager TWO on their own schedules.

The Travel Manager TWO application’s features include a personalized travel task list for the itinerary, effects, allowances,

additional travelers and special requests.

There is also a link to update contact information in the Residency and Dependent Report, OF-126, and there are help tools on each screen with detailed descriptions. Once the employees finalize their Travel Manager TWOs and submit them, they are routed for approval.

Human resource officers at post have several administrative options within the Travel Manager TWO application. They can verify the organizations for which they are responsible, confirm that the “reports-to” information is correct and assist employees with preparing Travel Manager TWOs. They can also reassign Travel Manager TWO routing to an alternate manager if the “reports-to” manager is incorrect or unavailable. The application’s status and detailed screens also give posts’ human resource officers an immediate snapshot of where employees’ Travel Manager TWOs are in the workflow.

Posts can better prepare for the busy travel season by getting an idea of how many employees will require a Travel Manager TWO. Employee “reports-to” fields in the Global Employment Management System must be correct for the workflow for the Travel Manager TWO to function properly. Proactive managers can save time and avoid frustration by taking these preliminary steps and becoming familiar with the online version of the Travel Manager TWO before the heightened-travel times.

There are several online training materials and support tools on the Travel Manager TWO available for employees, managers and human resource officers at [http://hrweb.hr.state.gov/prd/hrweb/ex/hrinitiatives/tm\\_2.cfm](http://hrweb.hr.state.gov/prd/hrweb/ex/hrinitiatives/tm_2.cfm). Technical assistance with HR Online or Travel Manager TWO is provided by the HR Help Desk at [HRHelpDesk@state.gov](mailto:HRHelpDesk@state.gov).



## Embassy Helps Launch Breast Cancer Initiative

Breast cancer statistics in The Bahamas are stark: 48 percent of women diagnosed with the disease are under the age of 50, with 44 percent already having reached Stage 3 at the time of diagnosis. On his appointment to The Bahamas, Ambassador Ned L. Siegel decided that a central part of his work there was going to be finding a way to help Bahamians roll back this reality.

In April 2008, Ambassador Siegel and his wife Stephanie, herself a breast cancer survivor, brought together Bahamian and American medical professionals, researchers, survivors and supporters, and the Bahamas Breast Cancer Initiative was launched four months later with embassy assistance as a public-private partnership.

“Even if we cannot eradicate this disease, through our efforts we can improve the odds for so many Bahamian

women through early detection, proper education and excellent care,” Ambassador Siegel said.

In November, the Cancer Society of The Bahamas and the Susan G. Komen for the Cure organization held a Stride for Life walk-a-thon, the charity’s first walk-a-thon in the Caribbean. The walkers followed a route of more than five miles, going from the Cancer Society’s headquarters to the Atlantis Resort’s pink towers and back. The walkers included the ambassador and his wife; the nation’s Minister of Health; Eldece Clarke,

The Bahamas 2006 Olympic gold medalist; and about 800 others, including a large embassy contingent.



Ambassador Ned L. Siegel, third from left, stands with embassy staff members at the conclusion of the Stride For Life walk-a-thon.

## Career Office Adds Fellowship Responsibility

In November, the Career Development Office of the Bureau of Human Resources incorporated the Presidential Management Fellows program into its responsibilities, and expanded the coordination team. The office also hired a new Presidential Management Fellows program coordinator, Alison Barg, the 2008 recipient of the Department’s Equal Employment Opportunity Award.

Another development was the founding in September of the Presidential Management Fellows Advisory Council for the Department of State. The council will serve as a professional association to support and promote the Presidential Management Fellows program within the Department. The council advised and supported the Career Development Office during the program transition.

The council “is excited to work with the HR staff to create the best possible program for current and future Presidential Management Fellows,” said Somer Bessire-Briers, council chair and a 2006 Fellow who

recently converted into a career position in the Department’s Office of Civil Rights. “We want to ensure that the Department’s Presidential Management Fellows program has a great reputation internally and is the program of choice for excellent graduate students across the country.”

The council’s other members include Tamara Rivera, Colleen Ayers, Rob Lalka, Johna Ohtagaki, Carmella Peoples and Ashley Allen.

The Best Practices committee is examining the Presidential Management Fellows program in other departments and agencies to find creative ways to enhance the Department’s program. The council has already implemented some ideas, including the “Peer-2-Peer” mentoring program to

pair incoming Fellows with current and former Fellows, the “PMF Community @ State” blog on InteLink, and a PMF-State Department Handbook.

For more information, contact Alison Barg at BargAM@state.gov, or the council at PMFAdvisoryCouncil@state.gov.



Presidential Management Fellows Program Coordinator Alison Barg, left, chats with an attendee at the November reception recognizing the enhancement of the program.

# Ambassador's Long Journey Ends at Home

In a reminder of the dramatic progress in U.S.-China relations in the past 30 years, the remains of the last U.S. ambassador to mainland China prior to communist rule were laid to rest in November outside Hangzhou, China. The ceremony was a homecoming for China-born Ambassador John Leighton Stuart and a reminder of the deep connections shared by the American and Chinese people.

The re-interment—attended by U.S. Ambassador to China Clark T. Randt Jr., U.S. Consul General in Shanghai Beatrice Camp and the Vice Mayor of Hangzhou—also reflected the fact that, after 30 years of diplomatic relations with the People's Republic of China, some of the bitterest events in the nations' history are fading away.

Born in Hangzhou in 1876 to missionary parents, Stuart grew up speaking Chinese and English. He taught at a seminary and was the first president of Yenching University in 1919. He was appointed ambassador to China in 1946, but left in 1949 as the communists consolidated control of the mainland.

Stuart died in 1962 without achieving his hope of arranging to be buried in China, in



U.S. Ambassador to China Clark T. Randt Jr. speaks at the reinterment ceremony of Ambassador Stuart in Hangzhou, China, in November

part because the first chairman of the People's Republic of China, Mao Zedong, had written a famous essay entitled "Farewell Leighton Stuart" celebrating Stuart's departure from mainland China.

However, Stuart's request was not forgotten. Maj. Gen. (Ret.) John Fugh, whose father was an aide to Ambassador Stuart, took up the cause. At the re-interment ceremony, he thanked Ambassador Randt, the State Department and the Zhejiang provincial foreign affairs office for making the event possible.

He then urged Chinese and Americans to

"live up to Ambassador Stuart's vision for what bilateral relations can be."

The *New York Times*, Associated Press and Chinese media covered the event, with one local newspaper headlining its story, "The Soul of John Leighton Stuart Returns to Homeland."

In his book *Fifty Years in China*, Ambassador Stuart said, "The preservation of China's national freedom and of her fine national culture is vitally related to the peace of the Pacific and the progressive welfare of all mankind. To this cause, my life has been devoted."



Secretary Rice stands with members of HR's Office of Recruitment, Examination and Employment.

## Secretary Says 'Thank You' and 'Goodbye'

Saying there are "no insignificant jobs" at the Department of State, then-Secretary of State Condoleezza Rice visited Department offices in mid-December to thank workers there for doing their jobs so well and say goodbye.

Secretary of State Hillary Clinton "will be very well served by the changes you've introduced and the way you've done them," she said. At State Annex-1, Rice posed with groups of employees from each office of the Bureau of Human Resources.



Lush vegetation, including many flowering plants and trees, covers the grounds of the U.S. Embassy in Bangkok, Thailand.

## Embassies Promote Local Ecosystems

What do chocolate, tequila and tomatoes have in common?

None would exist without pollinators—the insects, birds, bats and other animals that transfer pollen from plant to plant. More than 75 percent of the world’s crop plants depend on pollinators for reproduction, and most wild flowering plants produce seeds only with the help of pollinators.

Many pollinators, however, are disappearing, because of factors such as disease, habitat loss and the deterioration of ecosystems.

The Bureau of Oceans, Environment and Science in October hosted the annual conference of the North American Pollinator Protection Campaign. The bureau is an active member of the campaign, which promotes education and research on pollinators.

Seeking to make the Department’s properties into models of good stewardship, the bureau teamed with the Bureau of Overseas Buildings Operations to include a section on pollinator-friendly plantings in OBO’s new *Green Guide for Embassy and Consulate Operations*, available at <http://obo.state.gov/greenpage/guide/>. The manual’s section on site planning suggests ways to create food and shelter for a host country’s native pollinators.

To highlight how U.S. embassies are assisting pollinators, the bureau also created posters using photos submitted from embassies in Athens, Bangkok, London, Niamey and Yaoundè. The plantings at several embassies demonstrate the U.S. commitment to green practices and biodiversity conservation and serve as an important diplomatic tool. The poster display, shown at the Pollinator Protection Campaign’s conference, is now on a six-city global tour.

# STATE

MAGAZINE

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### Deadlines

The submission deadline for the April issue is February 15. The deadline for the May issue is March 15.

### Environmental Notes

*State Magazine* is printed in the USA using soy-based inks on recycled paper that contains 10% post-consumer waste and is SFI-certified.



## The Role of Equal Employment Opportunity Counselors



I want to take this opportunity to highlight the work of our Equal Employment Opportunity counselors and publicly thank them for all their hard work. We currently have a network of approximately 250 active counselors serving domestically and abroad. Equal Employment Opportunity counselors assume a position of neutrality while ensuring that their colleagues understand their rights within the Equal Employment Opportunity process. This is no small feat, given that their role is a collateral duty.

Equal Employment Opportunity counselors also work in conjunction with the Office of Civil Rights to train employees at post. My office cannot accommodate many of the training requests we receive. We are grateful when counselors at post can serve as emissaries of our office and perform the training and answer questions. Counselors train not only U.S. government employees posted abroad, but also Locally Employed Staff. Many posts have worked to create a Locally Employed Staff liaison

program in which the liaison, who is trained by Equal Employment Opportunity counselors, works closely with Locally Employed Staff to ensure they understand the Equal Employment Opportunity process as it pertains to them. Counselors in Cairo, Beijing, Paris and Baghdad, to name just a few posts, have created and maintain Web sites to keep their posts informed.

Equal Employment Opportunity counselors work on the front lines to resolve Equal Employment Opportunity complaints at the lowest possible level. We know that this is not an easy task, as Equal Employment Opportunity cases can be complex and by their nature often involve stress. However, a counselor's ability to remain calm during an interpersonal conflict is a key to early resolution. Working cases can be frustrating, especially when they aren't resolved quickly. Counselors don't give up, and we applaud their dedication; they continue to serve and work toward resolution. Their empathy and persistence in many cases is the most important element in the process. They may not realize it, but they do a lot for people—even if the case is not resolved—just because they listened.

Every day, Equal Employment Opportunity counselors at post are helping the Office of Civil Rights fulfill its mission to “propagate equity, fairness and inclusion throughout the Department of State.” Words do not seem enough, but words are all we have to say thank you for a job well done.

Employees reading this and wondering if they can become an Equal Employment Opportunity counselor can ask themselves the following questions.

- Can you remain neutral?
- Can you listen with empathy?
- Do you value fairness and equity as essential American virtues?
- Do you appreciate diversity and the rich tapestry of people who are American?
- Are you remaining at post or your bureau for at least 18 months?

If you are interested in becoming an Equal Employment Opportunity counselor, talk with your supervisor to see if he or she is willing to nominate you, and talk to other counselors to learn more about all the various tasks they do and if this task is for you. It is a hard job, but it has many rewards.

To all Equal Employment Opportunity counselors, those serving now and those who have served in the past: thank you. ■



# Election Close-up

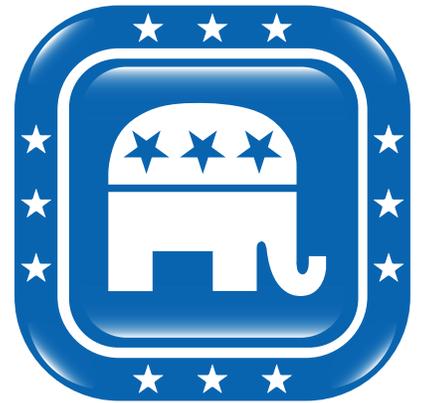
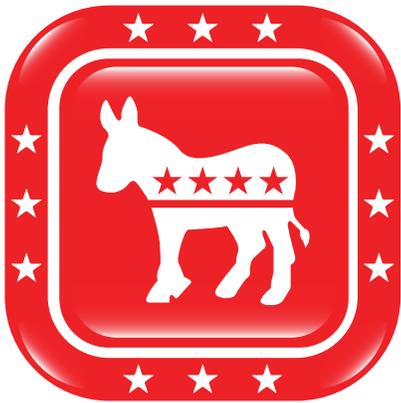
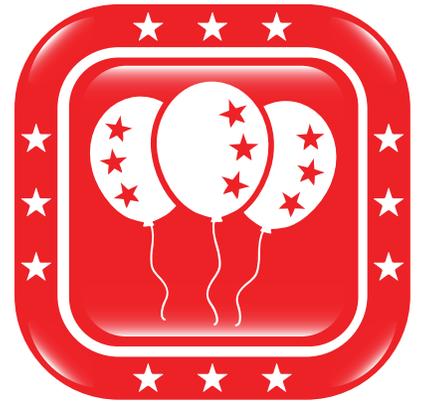
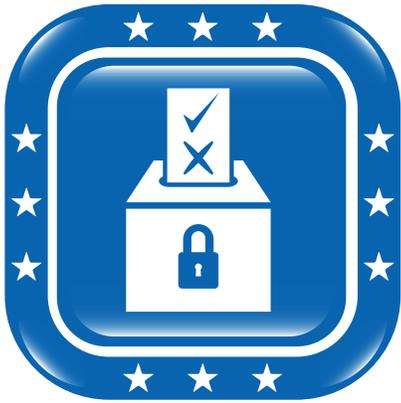
FEMALE ARAB LEADERS  
EXPERIENCE U.S. ELECTIONS  
FIRSTHAND

**BY  
SHAHIRA TEWFIK**

Every four years, the U.S. presidential elections fascinate people from across the globe. The run-up to Election Day is monitored closely by international analysts, media and ordinary citizens.

In the fall of 2008, with the U.S. elections as the main draw, the Office of the Middle East Partnership Initiative in the Bureau of Near Eastern Affairs invited 44 female leaders and prospective female political candidates from Algeria, Bahrain, Jordan, Lebanon, Morocco, Qatar, Saudi Arabia, the United Arab Emirates and Yemen to travel the American campaign trail and gain insight into the United States' national electoral process.

The mission of the six-year-old initiative includes presenting models and sharing comparative experiences of political representation, women's empowerment and economic opportunity with citizens of the Middle East and North Africa.



## Washington Start

The partnership's U.S. Election Exchange Program began in October with a series of workshops on campaigns and elections at American University's Women and Politics Institute and its Center for Democracy and Election Management. While in Washington, D.C., participants visited congressional offices and met with the presidential campaign committees and senior U.S. officials, including Secretary of State Condoleezza Rice and President Bush.

Next, participants traveled to 10 cities across the United States to meet with local campaign staffers, attend political rallies and gain first-hand experience of American elections.

"The women were impressed with youth participation in the elections and amazed by the huge numbers of young volunteers working on both presidential campaigns," said Katharine Bartels, the partnership initiative's Women's Empowerment Program manager. "They were equally inspired by the number of women running for office, and they saw civic organizations, such as Emily's List and the League of Women Voters, working together to support women's political endeavors."

Selected for their track records of civic activism by embassies across the Near Eastern region, program participants were either veterans of previous elections in their

countries or were preparing for their first candidacies or to be campaign managers and organizers in their communities.

## Lessons Learned

The participants "witnessed extraordinary debates and discussions during an historic time in our democratic experience, and we learned from them a great deal about politics and society in their home countries," said Tim Andrews, director of the Middle East Partnership Initiative. "These impressive and accomplished women will take their experi-

ences home and contribute to expanding democratic rights in their respective communities and countries."

Through programs like the Election Exchange, the initiative supports economic and educational reform, women's empowerment and democratic development in the Middle East and North Africa. Its programs assist locally driven initiatives and issues and are open to governments and citizens at the grassroots and national levels. ■

*The author is a special assistant in the Bureau of Near Eastern Affairs.*



**Above:** Dr. Suaad Al Oraimi of the United Arab Emirates uses the telephone during a visit to the office of Sen. Susan M. Collins' campaign in Portland, Me. **Left:** Shown at a political rally in Seattle are, from left, Dr. Suaad Al Oraimi, Reem Jasim of Bahrain, Maya Sukar of Lebanon and Faten Bundagji of Saudi Arabia.



Visitors stroll past the entrance to the embassy's consular section.

# Architectural Beacon

NEW EMBASSY BLENDS CHINESE THEMES WITH HIGH-TECH DESIGN **BY JONATHAN BLYTH**

Woven into the urban fabric of Beijing and symbolically combining Eastern and Western tradition, the new U.S. Embassy in Beijing infuses Chinese elements into a modern state-of-the-art facility representing the best of 21st-century American architecture.

The centerpiece of the embassy is the eight-story chancery building, which is wrapped in an outer scrim of glass—transparent, translucent and opaque—that hangs free from the main structure. The sheen of this glass envelope changes with the sun's position and at night glows like a lantern or beacon.

The multi-building complex is connected by traditional Beijing alleyways known as hutong, as well as by gardens, courtyards

and pools that are contemporary but based on ancient Chinese planning principles. A stone-clad dragon wall delineates the public and private realms, while bamboo and trees define the outdoor spaces.

## Courtyard Neighborhoods

The embassy compound is divided into three “neighborhoods” modeled on the courtyards of China. The consular neighborhood is located to the east, the

community neighborhood to the west and the professional neighborhood in the center. All are joined by gardens, wooden bridges and a lotus pond.

Embassy visitors pass by a perimeter wall that shifts from concrete to thick glass, allowing visitors to observe the reflecting pool and the brightly colored sculpture by American Jeff Koons entitled “Tulips.” (See “West Meets East,” January 2009 *State Magazine*.) Inside, visitors step onto a wooden bridge over the pool that leads them onto the consular building's outdoor terrace.

Located northeast of the Forbidden City in Beijing's Third Diplomatic Enclave, the embassy is the second-largest construction project in the history of the State Department, providing almost 400,000 square feet of space. For the first time, staff from more than 20 U.S. agencies, who were scattered in 17 locations throughout

Beijing, work together at one site. Eventually, when the proposed annex is constructed, more than 1,000 staff members will work in the compound.

The flag-raising ceremony for the new embassy took place 59 years after the U.S. flag was lowered at the original American legation just off Tiananmen Square. Ambassador Clark T. Randt Jr. told attendees, “Today, with this flag-raising, we start a new chapter.” He praised the new complex, which was built to meet unprecedented security requirements while offering a comfortable work environment.

### Unique Structure

The project’s success is due to the employment of a unique management structure. The Bureau of Overseas Buildings Operations established a Special Projects Coordination Division and staffed it with experts across a range of disciplines. They were joined by representatives of the bureaus of Diplomatic Security and Information Resource Management and the Center for Security Evaluation. The special projects office focused solely on the challenging goal of constructing the embassy.

The new complex was built in phases to meet the security requirements. During the 36 months that the chancery building was being constructed, 600 American engineers, technicians and laborers were the only individuals allowed to work on the site. All the

materials used for the chancery were imported from the United States.

After more than 15 years of discussion, planning and site selection, the architects—Skidmore, Owings & Merrill, LLP of San Francisco—were chosen in a competition in early 2001 to design the embassy. An American joint venture—Zachry Construction Corporation of Texas and Caddell Construction Company of Alabama—won the contract to construct the new complex. Groundbreaking took place on Feb. 10, 2004, followed by more than four years of construction involving more than 1,500 Chinese workers.

Thirty-three years after a young George W. Bush rode his bicycle around Beijing during his father’s term as chief of the U.S. Liaison Office there, President Bush and his 84-year-old father returned to open the embassy.

### Lucky Number

Because many Chinese see the number eight as the luckiest number, at precisely 8:08 a.m. on August 8, 2008, 12 hours before the opening ceremony of the

Olympics, the two presidents dedicated the new embassy.

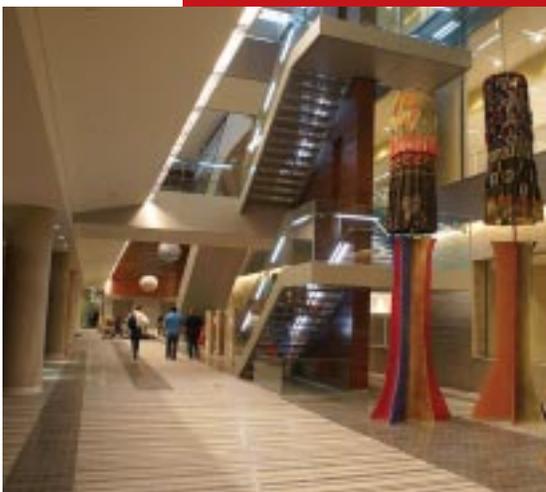
“This is an impressive complex,” President George W. Bush said. “To me, it speaks of the importance of our relations with China. It reflects the solid foundation underpinning our relations. It is a commitment to strengthen that foundation in years to come.”

He thanked all those who designed and built the embassy and “those who work here to advance the interests and values of our great nation.”

The size and the scope of the U.S. Mission in China reflect the importance of the bilateral relationship and the breadth of issues in which the two countries are engaged. This is why Ambassador Randt concluded his flag ceremony speech by saying, “This spectacular new embassy complex will provide the United States government a platform appropriate for the most important bilateral relationship of the 21st century: the United States-China relationship.” ■

*The author is chief of staff at OBO.*

**Below:** The works of artist Anne Chu, right, stand in an embassy hallway. **Right:** At dusk, the embassy’s glass envelope glows like a Chinese lantern.





# HIGH-LEVEL TECH

WHA WIRES CHIEFS OF MISSION CONFERENCE

BY HEIDE BRONKE FULTON AND JENNA BEN-YEHUDA

All of the latest telecommunications tools—Webcasts, podcasts, Web chats, Facebook, digital video conferences and the America.gov Web site—were recently used to conduct outreach for the Bureau of Western Hemisphere Affairs' 2008 Chiefs of Mission Conference.

Over three days, western hemisphere mission chiefs from 30 countries participated in more than 33 outreach activities, many of them simultaneous. The activities involved students, trade groups, academics and representatives of nongovernmental organizations and think tanks throughout the Western Hemisphere, and used digital communications techniques coordinated by the host bureau and the bureaus of International Information Programs and Public Affairs. The outreach engaged more than a thousand people throughout the hemisphere.

The outreach also included nine in-person appearances by mission chiefs at Washington, D.C.-area universities and think tanks. Throughout, the consistent message was U.S. commitment to its hemispheric partners, showing that democracy and market economies can deliver economic and social development.

The cornerstone of the outreach was the Dec. 5 event titled "U.S. Diplomacy in the Americas: A Conversation with the Diplomatic Corps." At this 400-person breakfast at the U.S. Chamber of Commerce, the mission chiefs engaged in a moderated panel discussion before an audience of civil society members, students, private sector representatives and diplomatic leaders. The event was



At the U.S. Chamber of Commerce, mission chiefs respond to questions about U.S. diplomatic engagement in the Western Hemisphere.

Among those at the follow-up Webchat were Ambassador to Uruguay Frank E. Baxter, at rear of the table, and Stephen McFarland, Ambassador to Guatemala, at far right.



- Six podcasts to people throughout the hemisphere on issues such as free trade and the environment;
- Four digital video conferences with U.S. universities and think tanks across the country;
- Five on-camera interviews with DipNote, the Department's blog; and
- Three Voice of America interviews for its program *Foro Americano*.

The variety of formats enabled the mission chiefs to interact directly with large domestic and foreign audiences on shared priorities and challenges. For more information on how to implement a program like this one, contact Jenna Ben-Yehuda at [benyehudajh@state.gov](mailto:benyehudajh@state.gov) or Heide Bronke Fulton at [bronkeh@state.gov](mailto:bronkeh@state.gov). ■

simultaneously Webcast live in English and Spanish to audiences throughout the hemisphere.

Other outreach activities included:

- Six Web chats hosted by International Information Programs in English and Spanish with more than 250 people across the hemisphere;

*Jenna Ben-Yehuda is a Foreign Affairs officer in WHA's Office of Policy, Planning and Coordination, and Heide Bronke Fulton is WHA's press advisor.*

## The Department's Telecom Toolkit

The bureaus of International Information Programs and Public Affairs worked with the Bureau of Western Hemisphere Affairs on the conference's outreach activities using a range of technologies, including the following:

**Blogs** (short for Web logs), personal online journals that are frequently updated, are intended for the public and consist of a series of entries posted to a single page in reverse chronological order. Blogs generally represent the personality of the author or the purpose of the Web site hosting them. The Department offers several sites that allow blogging about foreign policy issues with Department officials. They include [America.gov](http://America.gov) and [blogs.state.gov](http://blogs.state.gov), which offer U.S. foreign policy information, and DipNote, the Department's flagship blog.

**Web chats**, Internet online chats that

allow users to communicate with others in real time using an interactive Web interface. Requiring only a Web browser, a Web chat enables all users to participate in an online discussion regardless of their location. Participants can submit questions to a speaker, post comments, chat with other participants and browse supporting content during a Web chat program. Web chats support classic, text-only chats but also allow audio, video, photo slideshows and polls. The Department's Web chats involve international subscribers joining in a live



conversation with experts or diplomats. To join one, go to [www.America.gov](http://www.America.gov) or link through one of the social networking sites.

**Webcasts**, which broadcast video coverage of a program or presentation over the Internet using streaming media technology, either live or on an on-demand basis. The Department's Webcasts feature live discussions that are broadcast to foreign subscribers and participating embassies.

**Digital video conferences**, which allow international audiences, normally through participating posts, to view and talk with experts on a pre-arranged topic.

**Podcasts**, a series of audio or video digital media files that are distributed over the Internet by syndicated downloads to portable media players and personal computers. A podcast is unique in its ability to be subscribed to and downloaded automatically when new content is added. The Department's podcasts involve recorded interviews of experts or diplomats sharing ideas about a timely issue.



DEPARTMENT  
★ AWARDS ★



# UNDER SECRETARY KENNEDY PRESENTS DEPARTMENT AWARDS

*By Bill Palmer*

“Thank you for a job extraordinarily well done,” said Under Secretary for Management Patrick F. Kennedy to the employees honored at the Department Awards Ceremony in November. The ceremony recognized achievement in areas such as reporting and analysis, management, linguistic ability, administration, security, consular services, international economics, trade development, peacekeeping, equal employment opportunity and mentoring.

Kennedy filled in as presenter for then-Secretary of State Condoleezza Rice, who had been summoned to New York for a United Nations session.

An overflow crowd in the Benjamin Franklin Room enjoyed music by the U.S. Air Force Band and the presentation of colors by the Armed Forces Color Guard. Director General of the Foreign Service and Director of Human Resources Harry K. Thomas Jr. then welcomed the awardees and their families, recognized retired ambassadors and other distinguished guests and thanked the private donors that make many of the awards possible.

In his opening remarks, Kennedy said that, in giving the awards, “we’re saying we value leadership and creativity, effectiveness and efficiency, tireless effort and a sense of mission that is both unabashedly idealistic and unfailingly pragmatic.”

He noted that “more and more of our Foreign Service and Civil Service colleagues today are on the front lines of war zones around the world.”



**AWARD FOR EXCELLENCE  
IN LABOR DIPLOMACY**

*Andrew N. Lentz*

Lentz was cited for outstanding ingenuity and persistence as labor reporting officer at the U.S. Embassy in Muscat, Oman, where he devised and obtained resources for programs that resulted in groundbreaking advances in respect for worker rights in Oman and support for U.S. trade and investment interests.



**CIVIL SERVICE SECRETARY  
OF THE YEAR**

*Rachelle M. Essandoh*

Essandoh, who works at the San Francisco Passport Agency, was cited for far exceeding all reasonable expectations for customer service, communications, correspondence preparation, administrative duties and attentiveness to security.



**JAMES A. BAKER III -  
C. HOWARD WILKINS JR.  
AWARD FOR OUTSTANDING  
DEPUTY CHIEF OF MISSION**

*Patricia A. Butenis*

Butenis was cited for rebuilding the U.S. Embassy in Baghdad; for managing, defending and developing its staff; and for advancing America's most important foreign policy priorities.



**CHARLES E. COBB JR.  
AWARD FOR INITIATIVE  
AND SUCCESS IN TRADE  
DEVELOPMENT**

*Michael R. Arietti*

Arietti, former U.S. ambassador to Rwanda, was cited for transforming U.S.-Rwandan trade relations, creatively using tools at hand in a very difficult environment and reaching a successful Bilateral Trade Investment Treaty with Rwanda.



**WARREN CHRISTOPHER  
AWARD FOR OUTSTANDING  
ACHIEVEMENT IN GLOBAL  
AFFAIRS**

*Kent C. Healy*

Healy, former Horn of Africa refugee coordinator at the U.S. Embassy in Addis Ababa, Ethiopia, was cited for outstanding contributions in advancing global issues in Africa, including protection and assistance for refugees, human rights and HIV/AIDS prevention and response.



**SUE M. COBB AWARD FOR  
EXEMPLARY DIPLOMATIC  
SERVICE**

*Ronald P. Spogli*

Spogli, U.S. ambassador to Italy, was cited for being an innovative and visionary leader whose extraordinary management ability has produced many achievements on U.S. foreign policy priorities and has invigorated Mission Italy.



**DIPLOMATIC SECURITY  
EMPLOYEE OF THE YEAR**

*Jeffery N. Groves*

Groves, a security technical specialist, was cited for numerous contributions at the U.S. Embassy in Kabul, Afghanistan, that significantly enhanced the post's security, ensuring a safe and secure working environment.



**DIRECTOR GENERAL'S  
AWARD FOR IMPACT AND  
ORIGINALITY IN REPORTING**  
*Larry E. Andre Jr.*

Andre was cited for his outstanding performance as a political officer at the U.S. Embassy in Nairobi, Kenya, specifically his year-long series of widely sourced and policy-prescriptive cables about the 2007 Kenyan elections, which formed the basis for successful U.S. intervention and mediation following the violent political crisis.



**CORDELL HULL AWARD FOR  
ECONOMIC ACHIEVEMENT  
BY SENIOR OFFICERS**  
*Charles Parker Ries*

Ries was cited for his comprehensive, exceptional contributions to economic policy and assistance oversight in Iraq, particularly his exemplary integration of foreign policy, economic trade and national security in a critical environment.



**JAMES CLEMENT DUNN  
AWARD FOR EXCELLENCE**  
*Jonathan R. Cohen*

Cohen was cited for making Italy the strategic partner it is today through his outstanding creativity, dedication and intellectual breadth while serving as head of the political-military affairs section and then as acting minister-counselor for Political Affairs at the U.S. Embassy in Rome.



**LEAMON R. HUNT AWARD  
FOR MANAGEMENT  
EXCELLENCE**  
*Michael A. Raynor*

Raynor was cited for his superb leadership of the U.S. Embassy in Harare's management operations, which sustained the U.S. government's diplomatic platform in the face of Zimbabwe's economic crisis and infrastructure collapse.



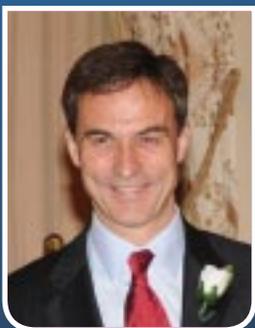
**EQUAL EMPLOYMENT  
OPPORTUNITY AWARD**  
*Alison M. Barg*

Barg, a human resources specialist, was cited for making maximum use of special programs and hiring authority for people with disabilities, and for fostering managers' awareness and use of the Schedule A Hiring Authority, benefiting applicants and the Department.



**SWANEE HUNT AWARD  
FOR ADVANCING WOMEN'S  
ROLE IN POLICY  
FORMULATION (AMERICAN)**  
*Saba N. Ghori*

Ghori was cited for her work on women's political participation, gender-based violence and legal reform, which has made a significant contribution toward strengthening the advocacy power of women from the grassroots level to national legislatures throughout South Asia.



**ROBERT C. FRASURE  
MEMORIAL AWARD**  
*Paul W. Jones*

Jones, deputy chief of mission at the U.S. Embassy in Manila, was cited for his leadership in building peace and prosperity in the Southern Philippines through his use of diplomacy and development.



**SWANEE HUNT AWARD  
FOR ADVANCING  
WOMEN'S ROLE IN POLICY  
FORMULATION (FSN)**

*Nadia F. Ibrahim*

Ibrahim, cultural specialist at the U.S. Embassy in Abu Dhabi, United Arab Emirates, was cited for her tireless efforts and dedication over more than a quarter century to build partnerships that improve the health, literacy, economic empowerment and civic participation of Arab women.



**FRANK E. LOY AWARD  
FOR ENVIRONMENTAL  
DIPLOMACY**

*L. Trigg Talley*

Talley was cited for outstanding leadership on climate change issues and for exceptional initiative in guiding the Fourth Assessment of the Intergovernmental Panel on Climate Change, the Asia-Pacific Partnership on Clean Development and the Major Economies Initiative.



**INNOVATION IN THE USE  
OF TECHNOLOGY AWARD**

*John Patrick Caulfield*

Caulfield, who was consul general at the U.S. Embassy in London, was cited for consistent creativity in making new suggestions, advocating their implementation and providing the management skill and drive to put them into effect.



**THOMAS MORRISON  
INFORMATION  
MANAGEMENT AWARD**

*Michael Nathan  
Kuligowski*

Kuligowski, information program officer at the U.S. Embassy in Bangkok, was cited for being a pioneer in the next generation of e-learning and working tirelessly to develop future leaders in information resources management through his promotion of professional training.



**LINGUIST OF  
THE YEAR AWARD**

*Michael P. Pelletier*

Pelletier was cited for his outstanding use of Arabic over a number of years, including appearances on live television watched by millions of viewers dealing with such critical and sensitive issues as the Middle East peace process and Guantanamo.



**EDWARD R. MURROW  
AWARD FOR EXCELLENCE  
IN PUBLIC DIPLOMACY**

*Susan L. Ziadeh*

Ziadeh, former public affairs officer at the U.S. Embassy in Riyadh, was cited for establishing productive relationships, earning a reputation for sterling credibility and mounting many outstanding programs in the challenging programming environment of Saudi Arabia.



**OFFICE MANAGEMENT  
SPECIALIST OF THE YEAR**

*Charlie J. Franta III*

Franta was cited for being at the forefront of some of Mission Paraguay's most important public diplomacy efforts, including an eye surgery campaign and a partnership with the National Cancer Coalition.



ARNOLD L. RAPHEL  
MEMORIAL AWARD  
*Benjamin Beardsley  
Dille*

Dille, former post management officer in the Executive Office of the Bureaus of European and Eurasian Affairs and International Organizations, was cited for his sustained and exemplary leadership in the development and promotion of Foreign Service officers, specialists and Civil Service employees in all phases of career development.



HERBERT SALZMAN AWARD  
FOR EXCELLENCE IN  
INTERNATIONAL  
ECONOMIC PERFORMANCE  
*John H. Hoover*

Hoover, former economic officer at the U.S. Embassy in Nairobi, Kenya, was cited for his concrete, tangible achievements involving advocacy, public diplomacy and analytical reporting that advanced vital U.S. economic and commercial interests.



LUTHER I. REPLOGLE  
AWARD FOR MANAGEMENT  
IMPROVEMENT  
*Edward M. Alford*

Alford, former management officer at the U.S. Embassy in Baghdad, was cited for his significant, sustainable improvements to the overall embassy environment and providing an operational framework that will ensure the post's long-term ability to meet strategic U.S. government policy goals.



ROCKWELL ANTHONY  
SCHNABEL AWARD  
FOR ADVANCING  
U.S.-EU  
RELATIONS  
*Stephen A. Hubler*

Hubler was cited for his efforts to advance stability and progress in the Balkans by fostering the transformation of the Republic of Macedonia from an unstable post-conflict state to the threshold of full Euro-Atlantic integration.



MARY A. RYAN AWARD  
FOR OUTSTANDING  
PUBLIC SERVICE  
*Michelle M.  
Bernier-Toth*

Bernier-Toth was cited for her 21 years of extraordinary service to American citizens, especially those in distress or danger overseas, and for transmitting her commitment, intelligence and sound judgment to thousands of consular staff.



BARBARA M. WATSON  
AWARD FOR CONSULAR  
EXCELLENCE  
*Angela M. Kerwin*

Kerwin was cited for her superb leadership and unprecedented effort to eliminate the nonimmigrant visa backlog at the U.S. Consulate General in Mumbai, India, and for building a cohesive, motivated and collegial team with high morale and commitment to excellence. ■

*The author is a writer/editor  
at State Magazine.*

# MOLDOVAN ANTI-TRAFFICKING MANAGER WINS TOP HONOR

By Bill Palmer

All of the 2008 Foreign Service Nationals of the Year serve in countries that are under stress from poverty or civil unrest or both. Their achievements stemmed directly or indirectly from dealing with these underlying circumstances.

They represent all the Locally Employed Staff who keep U.S. missions around the world running smoothly. LE Staff “constitute the largest category of Department of State employees,” said Under Secretary for Management Patrick Kennedy at the November Department Awards Ceremony, “and their magnificent contributions deserve our warmest appreciation.”

Coordinated by the Bureau of Human Resources’ Office of Overseas Employment, the awards honor six regional FSNs of the Year. This year, the winners were selected from among 80 outstanding nominees by a panel of bureau directors chaired by Director General Harry K. Thomas Jr. One of the six, Inesa Nicolaescu of Moldova, was named Department-wide FSN of the Year for achievements that combined her bureaucratic skills and passion to help society’s victims.

The winners receive certificates, cash awards and a week in Washington, D.C., to see the sights, participate in the awards ceremony and luncheons, and meet with high-level Department and nongovernmental officials.



## EUR and FSN of the Year

Nicolaescu, the trafficking-in-persons program manager at the U.S. Embassy in Chişinău, Moldova, is the 2008 Foreign Service National of the Year. Nominated by the Bureau of European and Eurasian Affairs, she was cited for “extraordinary accomplishments toward international anti-human-trafficking law enforcement and child sexual exploitation prosecutions.”

After joining the embassy in 2006, she quickly found herself absorbed in two major projects: implementing a presidential initiative to help Moldova establish an anti-human-trafficking law enforcement center and acting as principal intermediary with the Moldovan government on prosecuting a child sex tourism case against an American.

For the anti-trafficking center—the first of its kind in the region—Nicolaescu said she set high standards. With \$1.9 million in U.S. funding, “I had all the means,” she said. “There was no excuse for me.” The embassy said the center’s embrace of task-force methodology was the result of Nicolaescu’s skilled negotiations with top government leaders, including the president’s national security advisor.

She also used her bureaucratic skills in the child sex case, navigating “incredibly complex diplomatic and legal terrain” and providing the embassy with “remarkable insight, guidance and counsel regarding the nuances of the judicial and law enforcement systems of Moldova,” the embassy said.

“It wasn’t that complicated,” she said modestly. “I dealt with

human beings who exhibited compassion and were willing to help.” She called it “a tremendous team effort.”

After developing a rapport with the young male victims, she urged them to tell their stories, persuaded their parents to let them testify and traveled with them to Philadelphia for the trial. “I realized I could help the boys overcome this,” she said. The man was convicted.

She is passionate about her job, she said, knowing that “today I can do something important that might change somebody’s life or destiny. That gives me a lot of satisfaction.”

Nicolaescu is married and has a child.

## EAP

Voltaire T. Gomez, an investigator in the regional security office of the U.S. Embassy in Manila, is the FSN of the Year for the Bureau of East Asian and Pacific Affairs. He was cited for helping the embassy defeat terrorism and foster peace by “providing a secure platform to operate in some of the most precarious regions of the Philippines.”

The embassy praised his cultivation of contacts at every level of the Philippine National Police and Armed Forces, “resulting in incredible security support for the mission, especially for activities and visits in the troubled region of Muslim Mindanao.” He negotiated with the Moro Islamic Liberation Front to ensure the safe movement of the ambassador and deputy chief of mission to the Front’s military camp, “resulting in positive meetings with the insurgency’s leader.”



GOMEZ



HAMID

Gomez said U.S. efforts were helpful to the peace process and to ongoing U.S. activities, noting that the U.S. Agency for International Development has a huge project inside Moro territory.

He was also cited for his liaison skills in connection with an explosion at a Manila mall near a U.S. housing compound and a car bomb explosion at the Philippine Congress. He gained access, helped investigators and funneled crucial information to the embassy. His background proved invaluable: He was a Manila police officer before joining the embassy eight years ago. An explosives expert, he was working on the mall and Congress cases with investigators who used to be his students. The bomb squad commander at the Congress site, he noted, was his classmate at a U.S. training course.

“They welcome me and my expertise,” he said.

His explosive-residue sampling of the Congress site indicated terrorist involvement and became a critical piece of evidence, the embassy said.

The secret to his success in building helpful relationships: “I don’t play politics,” he said. “The National Police know me as a professional; I gained their respect.”

Gomez is married and has three children.

## AF

Fiona Frances Hamid, a registered nurse at the U.S. Embassy in Khartoum, Sudan, is the FSN of the Year for the Bureau of African Affairs. She was cited for “serving dual roles as the embassy nurse

and community liaison officer, and single-handedly providing community health services ranging from screening reimbursable medicines to aiding mission victims of a terrorist attack.”

After training as a nurse in her native Scotland, Hamid has worked in war-torn Sudan for 25 years, the past 17 with the embassy. The embassy was closed for years and then reopened, and Hamid found herself the sole embassy health-care provider to more than 160 official Americans in Khartoum and Juba. She provided care, the embassy pointed out, in a vast country with no paramedics or suitable local intensive care units and nearly 20 endemic diseases. One of the keys to her success, she said, is knowing how things work and what can and can’t be done.

She responded to a fatal terrorist attack on two embassy employees on New Year’s Day 2008, giving her own blood and assisting the hospital’s trauma team. She knew the victims well, she said, since they were part of the “small, close family” that is the embassy.

In addition to providing health care, she is training more than 700 employees in first-responder trauma care.

Somehow, she also found time to be the community liaison officer, organizing outings to markets and pyramids, as well as boat trips on the Nile. With her fluent Arabic and vast knowledge of the country, she was perfect for the job and didn’t mind that she already had a full-time job as a nurse. “Being community liaison officer is a fun job and a very important job,” she said.



**MOUSSAID**



When her other jobs are done, she works with a local orphanage that cares for hundreds of babies under three years old. Hamid is married and has three children.

### NEA

Abderrahman Moussaid, senior FSN supervisor and investigator at the U.S. Consulate General in Casablanca, Morocco, is the FSN of the Year for the Bureau of Near Eastern Affairs. He was cited for “on-the-spot assistance while under great personal risk to ensure the mission’s safety and security during a suicide bombing attack.”

Despite its romantic image, Casablanca has a high threat of terrorism. A string of suicide bombings in 2007 culminated in bombings across the street from the consulate general and the nearby American Language Center on a Sunday in April. With the regional security officer out of town, Moussaid was the first mission contact notified and arrived just after the second of two bombers detonated himself.

He assisted the police in cordoning off the street and securing the area. The atmosphere was tense, since a third bomber was suspected to be in the area. “There were some employees on temporary duty assignment inside the consulate doing a security upgrade,” he said. “I helped them evacuate with a police escort.”

When the ambassador and consul general wanted to meet with the king’s representative in Casablanca, Moussaid used his contacts to find him and convince him to see the ambassador on a Sunday morning. The ambassador wanted to close the busy street in front

of the embassy, but the government refused, he said. “I was in charge of negotiations between the mission and the government.”

According to the embassy, “Moussaid’s contributions proved essential. Seven weeks later, Consulate Casablanca reopened to the public with traffic restrictions in place on the street now lined with creatively designed dirt-and-flower-filled dumpsters.”

Moussaid credits his 32 years of experience with the consulate and his high level of contacts for his success. The Casablanca native won’t be scared away by terrorists: “I’m from there; I can’t live anywhere else.” He is married and has three sons.

### WHA

Jean Hans LaForet, warehouse and property supervisor at the U.S. Embassy in Port-au-Prince, Haiti, is the FSN of the Year for the Bureau of Western Hemisphere Affairs. He was cited for directing the move to the post’s new embassy compound “in an environment marked by the country’s worse civil unrest in four years.”

He led his workforce of 30 in what the embassy called a “miraculously successful move” that involved working seven-day weeks for a month and getting home late at night. The exhausted crew stopped only to eat.

“I liked the challenge,” he said.

The challenge involved more than just long hours: LaForet said Haitians were angry with the government over rising prices and disappearing jobs. United Nations peacekeeping troops were



LAFORÉ



RAHMAN

fighting armed civilians “and we were right in the middle.” He led his crew, the embassy said, in moving files, copiers and computers nearly 10 miles in armed convoys to the new compound. Anyone in a vehicle was considered a lucrative target by criminals, he said, and embassy staff had been shot at before. But not a single item was lost. He credited his calm demeanor and ability to win the trust of his workers. “I’m always with them,” he said.

The move to the spacious new embassy compound “was worth all the trouble,” he said.

Apart from the move, the embassy said LaForet is a “genius” in managing a large warehouse and controlling large quantities of supplies and property for one of the largest and most logistically challenging embassies in the Western Hemisphere. “Jean Hans seems to have total recall of all the resources he manages,” the embassy said, “including post’s emergency supplies of food and water distributed throughout various city locations.”

LaForet is married and has two children.

## SCA

Rubayat Rahman, an FSN investigator at the U.S. Embassy in Dhaka, is the FSN of the Year for the Bureau of South and Central Asian Affairs. He was cited for his “commitment to promote security and deny terrorism in Mission Bangladesh, as well as heroism in the face of tremendous personal risk.”

When Bangladesh declared a state of emergency in January 2007, the embassy said, “Rubayat tapped his contacts for otherwise

unavailable information critical to post reporting and formulation of our security posture. During curfews, communications blackouts and emerging terrorist concerns, Rubayat’s efforts were invaluable.”

In July 2007, tragedy struck. Rubayat was in a residence with an American embassy employee who lit a cigarette, leading to a gas explosion and fire. “I fell on the ground,” he said. “I heard her screaming and saw her hair and clothes were on fire.” He smothered the flames with his hands, used his cell phone to report the fire and then carried her out of the building. He reentered the apartment, located a fire extinguisher and attempted to put out the fire.

Burned over 22 percent of his body, he was hospitalized for three months. He is still undergoing skin grafts, physical therapy and surgeries. He wears long gloves that cover his hands and arms and “probably will wear them the rest of my life,” he said.

Rubayat said the chargé d’affaires, regional security officer and his friends at the embassy helped him, prayed for him and donated money for his treatment. He called them “my family.”

He said he doesn’t think he’ll ever be physically 100 percent, but “my heart is still 100 percent.” He even sees a benefit from the experience: “I’m glad I was able to save my friend; I never regretted being there. Very few people get a chance to test their limits and I did. I am a survivor.” ■

*The author is a writer/editor for State Magazine.*



Sheikh Umara, the eighth generation of his family to care for the 800-year-old Sheikh Hussein Shrine in Ethiopia, holds the traditional Y-shaped stick carried by Hussein's followers. The Ambassador's Fund for Cultural Preservation funded a Faith Communities Outreach program effort to protect the shrine from water runoff, which had threatened its foundations.

# Acts of Faith

EMBASSY EXPANDS OUTREACH TO ENCOMPASS ALL BELIEFS  
**BY MICHAEL McCLELLAN**

Ethiopia is twice the size of Texas, with a population of more than 70 million. With encroachments from al-Qaeda-affiliated terrorists in neighboring Somalia and contentious borders with Sudan and Eritrea, Ethiopia faces a number of threats from Muslim extremists and their supporters. Ethiopia has more Muslims than Iraq—so many, in fact, that the country may become majority-Muslim within only a few years. The implications of this demographic change in a key U.S. ally, an African nation that has long been dominated by Christians, are important.

In the fall of 2007, the U.S. Embassy in Addis Ababa changed the focus of its “Muslim outreach” to “faith communities outreach.” The objective was to reach out to all people of faith to promote the American ideals of tolerance, mutual understanding, respect for diversity and separation of faith and state.

“Faith communities” in this context means the politically dominant Ethiopian Orthodox Christians, other Christian groups such as Roman Catholics and Protestants, mainline Sufi and Sunni Muslims, and the more recently established Wahabi Muslim community. Although Jews are hardly present in Ethiopia any

longer, the mission’s outreach also draws on the historical presence of the Falasha Jewish community.

## Strategy Shift

Why this shift in strategy? In doing Muslim outreach, the post’s public affairs staff often encountered questions and concerns from Muslim activists who accused the embassy of reaching out to Muslims only because of terrorism or Iraq. These activists noted in several public discussions that the United States only started doing Muslim outreach since the Sept. 11, 2001, attacks, implying that terrorism caused the United States to at last pay attention to Muslims and Muslim concerns. The post’s support for restoring an historic Ethiopian Muslim shrine through use of the Ambassador’s Fund for Cultural Preservation was even questioned by some activists in this light. Also challenged were school rehabilitation projects and related construction activities undertaken by the U.S. military in Muslim areas of the country. Finally, by classifying “Muslim outreach” under “counterterrorism,” the post itself encouraged that viewpoint within the mission.



**Top:** Women at a mosque in Bahir Dar prepare vegetables for the big Iftar dinner hosted by Ambassador Donald Yamamoto. **Bottom:** Ambassador Yamamoto, center, and Ethiopian Orthodox Bishop Abouna Barnabas, left, attend the Meskel luncheon at the St. Giorgis Church in Bahir Dar.



By shifting strategy to support all faith communities and not Muslims only, the mission communicates several key public diplomacy messages. They include:

- Muslims are one of several faith communities with which the United States wants to have good relations.
- More things bind people of faith together than separate them, namely the common values of concern for the poor; respect for the earth as a divine trust; and desire for a moral society that combats drugs and prostitution and protects women, children and the elderly.
- By working together on common concerns, people of faith can build connections between their communities that can ease inter-community tensions.
- The American experience of diversity and tolerance is a valuable object lesson for societies suffering from interfaith tensions. There are approximately eight million Muslims from every corner of the world in the United States.

### Iftar Focus

Under the Muslim outreach theme, the embassy hosted an “Iftar for the Poor” during Ramadan in 2007. The iftar, which ends a daylong fast, demonstrated America’s commitment to food security for all Ethiopians and its desire to have good relations with the Muslim community. In 2008, as part of the faith communities outreach, Ambassador Donald Yamamoto hosted a large iftar in the city of Bahar Dar. The next day in that same city, he hosted a large luncheon for needy Orthodox Christians on the occasion of Meskel, one of the most prominent Christian holy days in Ethiopia.

In both events, he spoke of Muslim-Christian cooperation, religious tolerance and America’s respect for people of faith everywhere. A nationally televised 10-minute special newscast repeated this message to all Ethiopians in prime time and showed the ambassador serving food to Muslims and Christians, meeting with clerics and followers of both faiths and speaking at each event. This message was well-received, and the fact that the embassy no longer focuses on one faith community gives the message added credibility and undercuts extremists.

The public affairs section also financed the Institute for Ethiopian Studies’ purchase of Christian icons and Islamic manuscripts for its collections, helping preserve Ethiopia’s diverse religious heritage.

Any faith communities outreach must reach across all programs and activities of a mission to include foreign assistance programs, military reconstruction projects and even the embassy’s hiring practices. For the U.S. Embassy in Addis Ababa, this has meant making a greater effort to bring more Muslims into its Locally Employed Staff, ensuring that grant requests from Muslim nongovernmental organizations get an equal chance for funding, including Muslims and Christians in all activities and making the point throughout the mission that visible religious diversity is acceptable in the workforce.

Faith communities outreach is a strategy that works in Ethiopia, with its internal religious tensions, but may also be applicable to other countries, whether the mix is Protestant/Catholic, Sunni/Shia, Hindu/Muslim, Christian/Muslim or any other combination of faith communities. ■

*The author is public affairs counselor at the U.S. Embassy in Addis Ababa, Ethiopia.*

A view from the minaret of Sabanci Mosque extends from Adana to the snow-capped Taurus Mountains on the horizon.

# ADANA

*Ancient crossroads becomes  
a modern melting pot  
By Leyla Ones*

*post of the month*



# It is no surprise that the legendary founder of Adana, Turkey, is Adanus, the ancient god of weather and harvest.

The city receives more than 300 days of sunshine a year and is positioned on a fertile plain bordering the Mediterranean.

Archeologists believe Adana was one of the earliest locations for settled agriculture, and as a consequence, the region contains multiple layers of civilization dating back three millennia.

Adana has fallen under the sway of many empires, including the Hittite, Assyrian, ancient Greek, Roman, Byzantine, Armenian and Ottoman. Following the First World War, France briefly occupied

the region until Mustafa Kemal Atatürk's forces incorporated it into the new Turkish Republic, which was established in 1923. Adana's strategic location has remained constant throughout its history. Alexander the Great traveled through the region, and Rome's Pompey the Great founded a city on the site in 63 B.C. as a way station on the road to the Roman East.

Today's Adana is a bustling metropolis whose 1.4 million inhabitants represent a microcosm of Turkey. The population is ethnically mixed—in the old market, it's not unusual to hear Turkish, Kurdish and Arabic—and local civic leaders represent a blend of the traditional secular establishment and upwardly mobile, religiously

conservative business people known as "Anatolian Tigers."

Adana was one of Turkey's first industrial cities, producing textiles and metal products. The 1990s brought a heavy influx of Kurds fleeing clashes between government forces and Kurdistan Workers Party terrorists in eastern Turkey. As a result, the city's population has doubled in the past 15 years, leading to high unemployment and pockets of entrenched poverty. The city center, though, features high-end boutiques, sidewalk cafes and a large riverside park featuring a Japanese pagoda and a train ride for children.

## LONG HISTORY

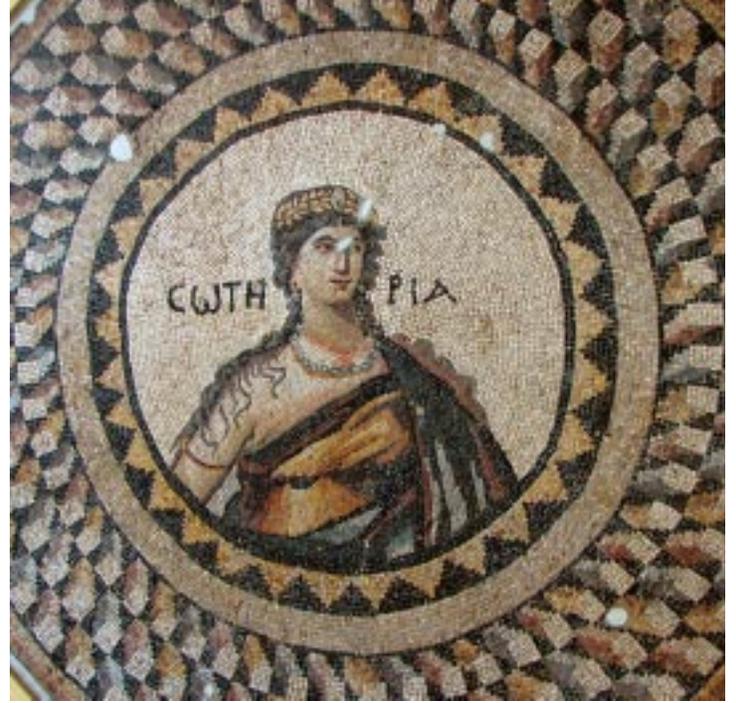
U.S. diplomatic representation in southeastern Anatolia stretches back to 1869, when a consular agency was established in the ancient Mediterranean port city of Iskenderun, known then as Alexandretta. During the ensuing 140 years, the United States has been represented off and on in several different cities in the region—including, since 1961, Adana. The consular district encompasses 22 provinces (about 27 percent of the country's territory), including Turkey's borders with Iran, Iraq and Syria. Four Foreign Service officers and 32 Locally Employed Staff members make up the post, one of only two foreign missions in the region.

The consulate's priorities are to serve American residents in the district, report on and analyze political and economic developments in southeastern Turkey and make the consulate a visible and valued member of the community through public diplomacy activities such as academic and youth exchanges, information programs and performing arts presentations.

The bulk of American Citizen Services clients are the roughly 4,500 Americans affili-

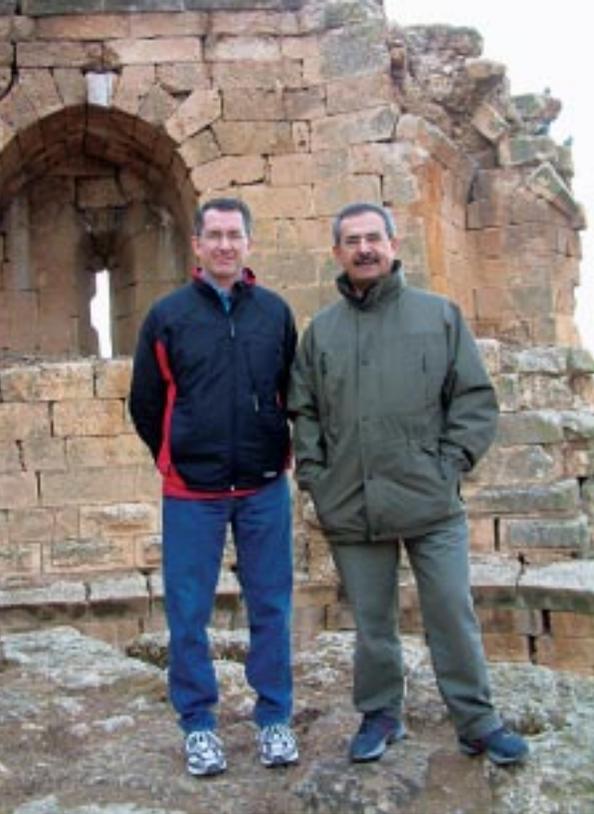
A sacred fish pond sits next to Abraham's birthplace in Sanliurfa.





**Clockwise from above:** The Maiden's Castle sits off the Mediterranean coast about 70 miles from Adana; The Hatay Archeological Museum in Antioch displays a fourth-century Roman mosaic; The historic city of Adana is reflected in the waters of the Seyhan River; The consulate staff gathers around then-Ambassador Ross Wilson at the dedication of a fountain marking 45 years of service by Locally Employed Staff member Maide Turkeser; These ruins are what remain of Anzarbus, founded in the first century B.C.





**Clockwise from above:** Principal Officer Eric Green, left, and Political Specialist Hamza Ulucay visit the ancient city of Harran; An old Roman castle is framed by the waters of the Mediterranean and a deep blue sky at Kiz Kalesi; The consulate staff enjoys a kebab meal; In the Turkish port of Mersin, consulate staff and U.S. Armed Forces personnel from Incirlik Air Base assist in the departure of American citizens during the 2006 Lebanon war; Adana's Sabanci Mosque provides a scenic backdrop to a view of a Roman-built stone bridge.



PHOTOGRAPHS: U.S. CONSULATE IN ADANA; (TOP AND BOTTOM LEFT): STEPHEN KELLY

ated with Incirlik Air Base, located eight miles east of Adana. The base's role has evolved since it began operations in 1954, but it has always been a strategic asset for Turkey and its North Atlantic Treaty Organization allies. During the Cold War, Incirlik was on the front lines: Francis Gary Powers was stationed there before his U-2 was shot down over the Soviet Union in 1960. In recent years, Incirlik has been instrumental in supporting efforts in Iraq. These include Operation Provide Comfort, a humanitarian mission following the first Gulf War, and the subsequent enforcement of the no-fly zone. Since 2003, Incirlik has hosted cargo hub operations that ship materials into Iraq.

During the July 2006 Lebanon conflict, the consulate, with support from Department colleagues from across Turkey and elsewhere in Europe, teamed up with the Air Force to facilitate the departure from Beirut to the United States of more than 1,700 Americans. The close cooperation continues, with consulate officers attending weekly 39th Air Wing staff and security meetings and collaborating on high-level visits. Foreign Service officers enjoy base privileges such as shopping and access to entertainment, dining facilities and religious services. They also celebrate American holidays such as Halloween and Thanksgiving with their military colleagues.

### IMPORTANT TIME

This is an exciting time for political and economic reporting in Turkey, and Adana's beat includes several issues central to the U.S.-Turkish agenda, including the continuing threat posed by terrorism and the government's efforts to enact democratic reforms to further Turkey's European Union candidacy. Turkey is playing an increasingly important energy role, with two major oil pipelines running parallel to the ancient Silk Road and terminating in the Mediterranean Sea less than an hour's drive from Adana.

The consulate's public diplomacy efforts have increased dramatically in recent years. Despite recent polling showing high levels of anti-Americanism, Turkish citizens in the consular district have been hospitable, friendly and receptive to outreach efforts that focus on highlighting shared values, such as freedom of expression,

tolerance and the rule of law. Recent programs have included speakers on the 2008 U.S. elections, a photo exhibit chronicling U.S.-Turkish diplomatic relations and concerts by American blues and Broadway artists. The consulate also actively recruits youths from underprivileged backgrounds to participate in student exchange programs.

Outside of work, southeastern Turkey offers unparalleled travel opportunities. Only 45 minutes away is Tarsus, where Cleopatra met Marc Antony. Nearby Hatay province is home to the city of Antakya (biblical Antioch), where the term "Christian" was coined and where St. Peter opened what is said to be the first Christian church. Gaziantep, an important commercial hub since its Silk Road days, boasts some of the planet's best baklava and a breathtaking collection of Roman mosaics from the ancient city of Zeugma. Sanliurfa is believed to be the birthplace of Abraham and Job, and nearby Harran houses archeological ruins from at least 15 civilizations and was

the site of a decisive battle during the Crusades.

### MANY ACTIVITIES

There's also much to experience closer to home. A short walk from the city center is Adana's most historic landmark, Taskopru, a bridge dating to the second century. The Sabanci Mosque, purportedly the largest between Istanbul and Mecca, accommodates 25,000 worshippers and is an architectural marvel.

Feasting is not for the eyes alone. Culinary thrill-seekers will find pistachio coffee, salgam (a mixture of fermented black-carrot and turnip juice that promotes health, according to local lore) and the famous Adana kebab, now a trademarked commodity.

The heat of the kebab fires and the 100-degree summer sun is matched by the warmth of local Adanalıs, who greet visitors from near or far with a warm welcome and a tulip-shaped glass of tea. ■

*The author is the deputy principal officer at the U.S. Consulate in Adana.*

## At a Glance



**Country name:** Turkey

**Capital:** Ankara

**Government type:** republic

**Total area:** 780,580 sq km

**Comparative area:** slightly larger than Texas

**Population:** 70.5 million

**Ethnic groups:** Turkish and Kurdish

**Languages:** Turkish (official), Kurdish, Zaza, Arabic, Armenian and Greek

**Religions:** Muslim, Christian, Bahai and Jewish

**GDP per capita:** \$6,830

**Export commodities:** textiles, industrial machinery, iron and steel, and electronics

**Major trading partners:** Germany, United States and Italy

**Currency (code):** Turkish lira (TRY)

**Internet country code:** .tr

*Source: Country Background Notes*

# LOCAL LINKS

MISSION NIGERIA BUILDS COMMUNITY THROUGH VOLUNTEERISM

**BY SANDERS AITCHEDJI, CHRISTINA GERHARDSON, MARY HESS, ERIN SWEENEY AND CHARLOTTE TEDERINGTON**

When a group of Mission Nigeria employees began talking in early 2008 about ways to give back to the local community, they realized that in the past the mission would occasionally do something for the community, but the projects were never sustained. As project leaders left post, attention to service opportunities ebbed.

The group decided to change that. In 2008, Ambassador Robin Renee Sanders launched the Adopt a School Program and the Mission Community Service Program to involve American and Nigerian employees in community service projects. The service program's first project focused

on the Adopt a School Program's involvement with the Pacelli School for the Blind and Visually Impaired in Lagos. Members of the service program planned quarterly events at the school, including an all-day cleaning of a three-story classroom and dormitory building. There was also an afternoon of learning Braille with the students and a Thanksgiving party complete with storytelling, dancing, and the donation of new Braille resources.

In Abuja, 35 volunteers from the embassy renovated an orphanage, building pantry shelves and reinforcing the floors. Additional volunteers threw a Christmas

party, complete with Santa and Mrs. Claus at an AIDS orphanage. In the past year, the embassy has also ordered T-shirts for the mission to use to raise income for the Patient Rehabilitation Project, which serves former leprosy patients.

## CLINIC AIDED

Perhaps the most vivid example of the service program's impact was at the Ife Oluwa Maternity Clinic and Orphanage in Lagos. Clinic founder Theresa Marques, who started the clinic in the 1950s, woke one morning in 2006 to find all of the equipment had been stolen.



At the Pacelli School for the Blind and Visually Impaired are several who aided the school, including, back row from left, Staff Sgt. Alex Fenno, Sister Grace, Brandi James, Vicki Hutchinson, Sgt. Charlotte Tederington, Charles Monte Abbott, Elizabeth Hoffman, Lance Cpl. Tim Abarca. In the front row from left are David Avery, Sister Benedicta, Thu Nguyen, Erin Sweeney, Jeff Ceglarek and Christina Gerhardson.

PHOTOGRAPHS: (LEFT) AYO DURODOLA; (OPPOSITE PAGE, CLOCKWISE FROM TOP): AYO DURODOLA, ERIN SWEENEY AND BRIAN HESS



**Clockwise from top:** A tile mosaic at the Pacelli School; Patricia Emrick at right plays with pre-school students at life Oluwa Maternity Clinic and Orphanage; and employees who assisted the life Oluwa Maternity Clinic and Orphanage include, standing, from left, Sgt. Charlotte Tederington, Catalina Ruiz, Sherri Epongo, Sanders Aitchedji, Erin Sweeney and Mary Hess. Seated are, from left, Patricia Emrick, Hanna Cheves, Mama Theresa and Libbie Wride who holds a baby from the orphanage.

Since then, many organizations have given time and supplies to help rebuild the clinic. Eventually the clinic reopened, but Marques had no equipment to open her new caesarean-section operating wing until the mission lent a hand. Thanks to a grant from the J. Simon Kirby Foundation, a team of volunteers from the U.S. Consulate General in Lagos donated supplies, visited the center and helped her open this new wing in November 2008.

As Marques thanked the service program volunteers for helping start her new surgical wing, she said that the work being done in the Nigerian community should be a source of pride to the United States.

The service program has positively affected mission morale and perspective. The post's locally employed and American staff members say they benefit from participating in these projects. The program is an opportunity for Nigerian and American

staff to volunteer together, furthering the goal of a unified mission. Although security restrictions make it difficult for American staff to visit the poorer neighborhoods of Nigeria, the program lets American staff go into such neighborhoods and interact with the less fortunate. After spending a day with children from the Pacelli School, one volunteer said seeing the joy in the students' faces made the little inconveniences American staff face in Nigeria seem insignificant.

### GOOD NEWS

The service program generates positive press. Recent news articles in local media on the group's efforts have helped combat the perception that Mission Nigeria is just a visa processing center.

In planning for its second year, the service program is looking to add one or

two additional charities to those it supports and increase programming at existing sites. Program leaders are creating an organizational structure and working closely with the ambassador, consul general and other mission managers to ensure program sustainability despite frequent staff turnover.

They hope community service will become a key component of a tour at Mission Nigeria. Such service allows employees to add ways to represent the United States outside their regular work. The Community Service Program has proven to be an effective way for Mission Nigeria to do just that. ■

*Sanders Aitchedji, Christina Gerhardson, Mary Hess, Erin Sweeney and Sgt. Charlotte Tederington are members of the 2008 CSP Committee.*

From left, Kuralay Omarova, Kevin Covert and Ambassador Richard Hoagland stand atop Island D, the offshore drilling and processing facility of the Kashagan field.



# Vital Visits

AMBASSADORS SUPPORT KAZAKHSTAN'S GIANT OIL FIELDS  
**BY KURALAY OMAROVA AND KEVIN COVERT**

The oil and gas fields of Tengiz and Kashagan in Kazakhstan's north Caspian region are each thought to be among the top 10 largest oil fields in the world. Together, they contain more than 25 billion barrels of recoverable oil. Both endure extremely harsh winter environments and demand revolutionary technology, massive infrastructure and a dedicated, even courageous, workforce.

The size, complexity and scale of the onshore and offshore operations at Kashagan amaze even the toughest roughnecks who work there. The onshore processing facility

alone required six times the amount of steel used to construct the Eiffel Tower. The plant contains 70,000 tons of pipe in a pipe rack 1.2 kilometers long and six stories high. The project could cost as much as \$38 billion—for the first phase alone.

The Tengiz and Kashagan oil fields are strategically important to the United States because of their size, location and ownership. For example, U.S. companies own 75 percent of the TengizChevrOil operating company and more than 25 percent of the North Caspian Consortium operating the Kashagan field. Over the past 10 years,

U.S. companies have invested billions of dollars in oil exploration and production and tens of millions more in regional environmental and social development projects in Kazakhstan, making the United States the largest single foreign investor in the largest country in Central Asia.

## Ambassadors Visit

Since Kazakhstan's independence in 1991, high-level U.S. officials have regularly visited the fields to highlight their importance to world energy markets. The U.S. government has developed strong relations with local



Sparkling in the night, this new gas-injection plant will help TengizChevrOil increase production to approximately 540,000 barrels per day.

officials and U.S. businesses in the region. In October, Ambassador Steven Mann, coordinator for Eurasian Energy Diplomacy, became the first U.S. official to visit Kashagan's offshore Island D. Ambassador Mann said that the United States fully supports the development of multiple oil export routes from Kazakhstan and called for a trans-Caspian oil pipeline that would not cross Russian territory.

More recently, Ambassador Richard Hoagland toured Kashagan and Tengiz in November to gain a deeper understanding of the cost, risk and scope of these multi-billion dollar facilities. He said he was impressed by U.S. companies' commitment to developing the projects.

"The U.S. oil companies are long-term, strategic partners in Tengiz and Kashagan," he said. "Their interest and investment in Kazakhstan will not flag or falter because of the global financial crisis. They have the capital and the will to carry out these

projects and see them through to the end."

In September, TengizChevrOil launched its Second Generation Project, increasing production to approximately 540,000 barrels of oil per day. By 2014, TengizChevrOil plans to produce up to one million barrels a day, nearly equivalent to Kazakhstan's current production from all oil fields combined.

Kashagan's potential production is even greater. In October, the Kashagan consortium stipulated that by 2014 the project will produce 450,000 barrels per day, and it is expected that Kashagan will produce up to 1.5 million barrels per day by 2020.

### Monopoly Opposed

As oil production grows and Kazakhstan's pipeline capacity is pushed to the limit, the search for new or expanded oil export routes becomes more critical. U.S. policy supports Kazakhstan's multivector transportation policy, which seeks to deny any one country a monopoly over oil export routes. For

example, the U.S. government supports projects such as the expansion of the Caspian Pipeline Consortium pipeline, which transports 80 percent of Tengiz crude oil to the Black Sea and is the only pipeline transiting Russian territory not wholly owned by the government of Russia.

The U.S. government also supports construction of the Kazakhstan Caspian Transportation System, which will ship up to one million barrels per day of Tengiz and Kashagan crude across the Caspian Sea by tanker to Baku, where it will feed into the Baku-Tbilisi-Ceyhan pipeline system. TengizChevrOil already ships 20,000 barrels per day by tanker across the Caspian to Baku and plans to expand shipments to 10 percent of the pipeline's total volume, or 100,000 barrels per day. ■

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*Kuralay Omarova is an energy specialist and Kevin Covert is an energy officer at the U.S. Embassy in Astana, Kazakhstan.*



# Rule of Law

Many nations lack the capable police forces and transparent criminal justice systems needed to counter terrorism, crime and other threats in a manner based on the rule of law. Weak law enforcement can breed crime and violent extremism, and abusive and corrupt law enforcement may lead to human rights violations and political instability. Thus, the development

of criminal justice systems around the world is among the foremost U.S. goals.

To carry out this mission, the Office of Civilian Police and Rule of Law Programs in the Bureau of International Narcotics and Law Enforcement Affairs is the hub of the Department's efforts to develop effective criminal justice systems around the world. The office manages and advises police,

justice and corrections programs overseas, primarily in post-conflict environments. For these types of programs, the chances are high that the bureau provides funding, subject-matter expertise, program management or all of the above.

Since 1994, the bureau has deployed more than 7,000 U.S. law enforcement personnel to 14 post-conflict missions:

OFFICE PROMOTES NATIONS' CRIMINAL JUSTICE SYSTEMS  
**BY JAHN JEFFREY AND JEREMY CLARK**



**Above:** An advisor from the bureau's Justice Sector Support for Liberia program teaches administrative skills to Liberian Ministry of Justice personnel. **Right:** The office's Georgia Criminal Justice Assessment Team poses in September with a statue of Joseph Stalin.

Bosnia-Herzegovina, Croatia, the Palestinian Territories/West Bank, Sierra Leone, East Timor, Haiti, Kosovo, Serbia and Montenegro, Macedonia, Afghanistan, Iraq, Sudan, Lebanon and Liberia.

Bureau Assistant Secretary David T. Johnson said he relies on the office almost daily. "The Office of Civilian Police and Rule of Law Programs' mix of technical and management expertise and its subject-matter knowledge help provide targeted assistance on our larger foreign policy goals," he said. The office, he continued, has "helped the United States consolidate the peace in Kosovo, supported our Sudan peacekeeping efforts and launched

America's critical police and justice missions in Iraq and Afghanistan."

Johnson lauded the office's ability to maneuver through the Department and interagency maze and to work with international organizations "always with a clear focus on rebuilding criminal justice systems and restoring justice in conflict-prone lands worldwide."

The office frequently implements its programs in partnership with U.S. interagency and military operations and with such international organizations as the United Nations, European Commission, European Union and Organization for Security and Cooperation in Europe. The office plays a central role in guiding the bureau and the Department on matters involving post-conflict international police and the rule of law.

The office has four primary functions:

- **Program Management:** Program officers develop and manage police and rule of law programs from the earliest stages of the post-conflict environment, overseeing planning, budget and policy development and implementation. They manage programs in Haiti, Liberia, Sudan, Kosovo and the Palestinian Territories/West Bank

# At a Glance

## Office name

Office of Civilian Police and Rule of Law Programs

## Director

James W. Bean

## Symbol

INL/CIV

## Staff size

18

## Office location

Main State, Room 5811

## Web site

<http://inl.state.gov>





**Above:** American officers serving in the United Nations Police patrol the streets in Kosovo. **Right:** An American United Nations Police officer briefs the bureau-trained and equipped Liberian Emergency Response Unit.



and support more than 300 police, justice and corrections advisors.

- **Program Support:** The office supports the above missions and bureau missions in Iraq, Afghanistan and Lebanon, efforts totaling around 1,900 advisors. Support includes predeployment training, outreach for recruitment and partnerships with other organizations.

- **Advisory Support:** The office's three senior advisors provide expertise on police, criminal justice and corrections to bureau programs and bureau leaders and to other U.S. officials and offices. The senior advisors also conduct assessments and develop best practices and curriculum reviews.

- **Interagency Coordination and Planning:** The office is a focal point for planning and development of future bureau

post-conflict civilian police and rule of law programs, and works with the interagency community and the Office of the Coordinator for Reconstruction and Stabilization.

The office generally relies on contractors from DynCorp International, PAE Lockheed-Martin and Civilian Police International to implement its programs. These firms provide domestic and overseas recruitment, screening, predeployment training and in-country housing, logistical support and security. They help the bureau identify and hire police officers, lawyers, judges, corrections officers and other criminal justice experts who have skills not typically found within the federal government. For its work, the office partic-

ularly seeks U.S. citizens with relevant international experience, language skills, exposure to foreign legal systems and technical and infrastructure expertise. By using contractors, the office can rapidly set up and launch criminal justice assistance programs in austere, remote and unstable environments such as Sudan and Liberia.

The office programs and missions vary in size and scope. Depending on the mandate, the mission may have "executive authority," whereby U.S. police officers serve as law enforcement personnel with the authority to arrest and detain, acting as part of an international peacekeeping



The American deputy commissioner for police operations of the United Nations Mission in Kosovo, far right, meets with members of the Kosovo Police Service.

mission such as that undertaken in Kosovo. However, most bureau civilian police and rule of law programs do not exercise executive authority; they provide assistance in the development of institutions and professionals within a nation’s ministries of the interior and justice, its judiciary and its corrections service. This assistance includes training, senior-level mentoring, organizational reform, information systems management, renovation and construction of facilities, grants to civil society and provision of equipment and vehicles.

The office uses a host-country-led approach that seeks to build upon existing local legal systems and social factors, rather than simply importing the American criminal justice system. This promotes buy-in from the host nation’s government, and ownership of the project by local government. To ensure holistic development, bureau programs also

support criminal defense, access to justice and other initiatives to ensure that a nation is increasing its public trust in the rule of law.

“Establishing stable conditions in a fragile state is only the first step,” said Angelic Young, the office’s deputy director. “It takes time to train individuals and build the institutional capacity necessary to maintain stability.”

Office programs also benefit average citizens in struggling countries. They have helped protect women in the Balkans and Afghanistan, improved the administration of justice in Liberia and brought a level of security to the streets of Kabul and Pristina.

More generally, the bureau seeks to strengthen criminal justice systems, counter the flow of illegal narcotics to the United States and reduce the threat of transnational crime to American citizens. Its offices manage a wide range of

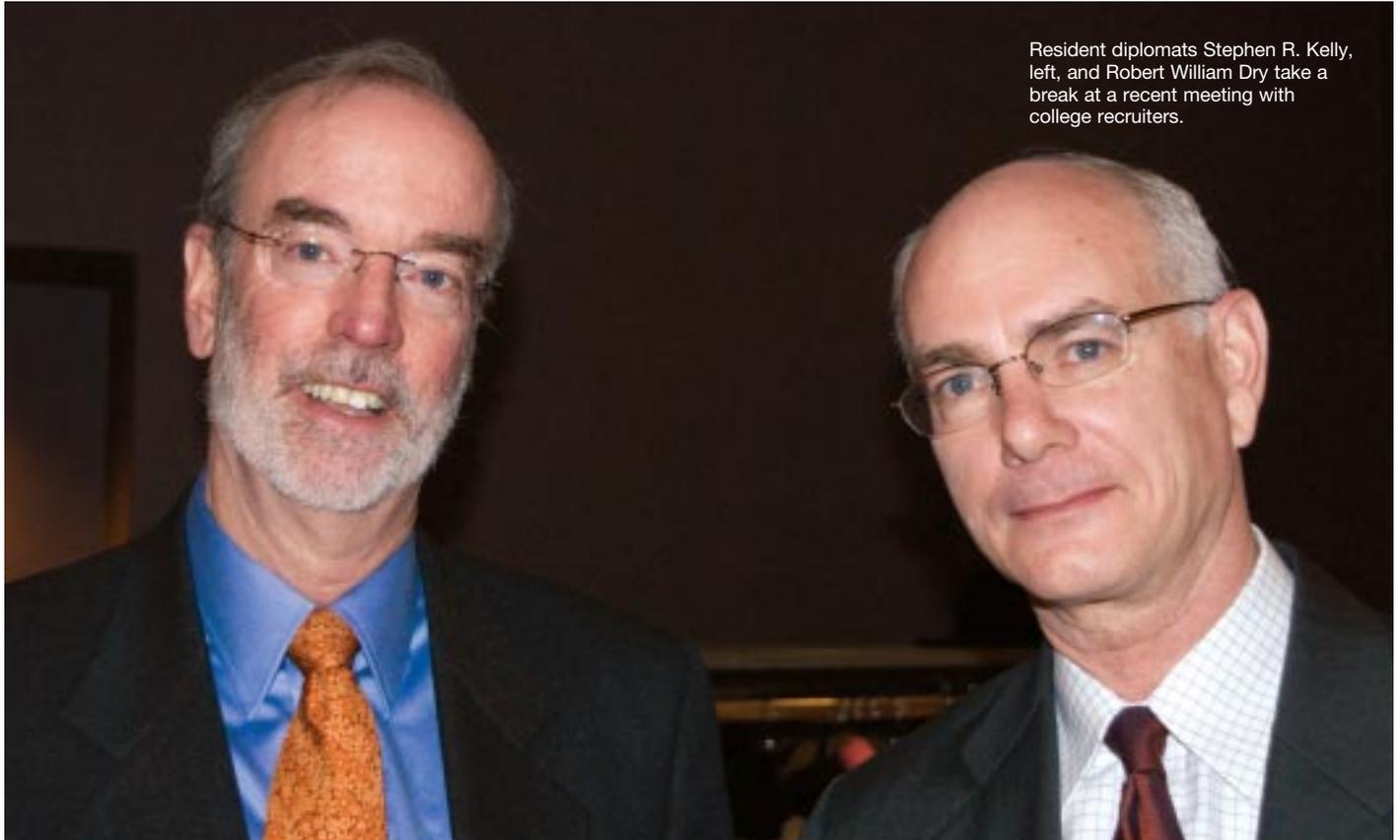
counternarcotics and law enforcement development programs. It also funds the International Law Enforcement Academies.

Within the bureau, the Office of Civilian Police and Rule of Law Programs’ development and management of post-conflict programs to help establish law and order, administer justice and protect human rights ensures that those who work in dangerous and distant locales have the resources, policies, training, means and flexibility to do their work. The office is located at the nexus between U.S. foreign policy formulation in Washington and its implementation in the field. ■

*Jahn Jeffrey is a strategic outreach and planning officer, and Jeremy Clark is an international civilian police training specialist in the Office of Civilian Police and Rule of Law Programs.*

# TALENT SCOUTS

DIPLOMATS IN RESIDENCE RECRUIT TALENTED STUDENTS **BY ED WARNER**



Resident diplomats Stephen R. Kelly, left, and Robert William Dry take a break at a recent meeting with college recruiters.

Being one of the Department's 16 Diplomats in Residence is like cross-country orienteering—the resident diplomat constantly checks the map as he or she drives from one college to the next, seeking new recruits.

Or, the diplomat's task might be better described as like that of any other Foreign Service officer: Posted to the somewhat foreign land of a college campus, they quickly find ways to understand the locals and be of service.

Those are just two ways some resident diplomats described their work recently. The diplomats, senior Foreign Service officers who serve a one-year tour on a college campus and use it as a base from which to cover a region's schools, are the Department's talent scouts. They promote the Department as a career and seek good prospects,

including those already in the workforce.

A list of the resident diplomats, and the school to which they're posted, is on the Intranet at <http://hrweb.hr.state.gov/prd/hrweb/ree/dir.cfm#4> and on the Internet at <http://careers.state.gov/resources/diplomats.html#list>.

Depending on the needs of the school where they're assigned, a resident diplomat may teach, serve as guest lecturer or simply meet with students—and “they talk to literally hundreds of students,” said Deborah Graze, the Department's Diplomats in Residence coordinator. For instance, resident diplomat Robert William Dry said that in a recent two-month span, he visited 40 to 50 colleges.

## AIDING DIVERSITY

The diplomats also help the Department

gain workforce diversity. The Bureau of Human Resources, which oversees the program, encourages the diplomats to do outreach to groups that don't usually think of Foreign Service careers—one reason why resident diplomat Rick Roberts, posted to the University of Oklahoma, takes a special interest in Native Americans.

Oklahoma has the highest Native American enrollment of any university in the region, he said. His recruiting territory extends north from Oklahoma to the Canadian border, encompassing many Indian reservations and towns with large Native American populations.

The interest in diversity is also why Dry, who is at City College of New York, has made presentations at urban high schools in Philadelphia and New York City, where he spoke last year at the oldest Muslim high



Resident diplomat Rick Roberts is stationed at the University of Oklahoma.

school in the United States.

Urban high school students today are more diverse, and while many speak a second language besides English, “they don’t think about a career in the Foreign Service,” Dry said.

Nonetheless, “there’s a tremendous awareness of the outside world” among college students today, and that makes them good prospects for the Department, said Stephen R. Kelly, resident diplomat at Duke University.

### AHA!

In rural areas, Roberts said, some students have never heard of the Foreign Service. However, when he tells them about the Department, they may have an “Aha moment” that ends with the student “saying that’s what I want to do,” said Roberts, who grew up in a small town in Mississippi.

Resident diplomat Hilarion “Lari” Martinez, who is at Florida International University, uses an overseas posting as his model for how a Foreign Service officer should approach being a resident diplomat. The

posting is every bit as important to the future of the Department as any foreign assignment, he said, and it also requires such traditional FSO traits as cultural sensitivity and a focus on the long-term goal. For instance, he said he encourages talented students to consider federal government careers generally, hoping that a student who really wants to be a Federal Bureau of Investigation agent will come to the Department after five or so years with the Bureau.

“He’ll be a better Foreign Service officer” when he eventually joins the Department and the Department will benefit from such experience, he said.

Lari Martinez, left, shares a laugh with Ramona Harper, a retired Foreign Service officer who is now a Department recruiting officer.



Like any FSO looking to promote his mission’s agenda however he can, Martinez said he once learned that a conference on problems in Colombia was being organized by another local college and figured that it needed a State Department perspective. So, Martinez got himself on the agenda as a speaker and was eventually exposed to a new group of students interested in foreign affairs.

Martinez’ charm and can-do attitude have won him an award that more usually goes to academicians and college administrators. In 2008, he was honored as Florida International University’s employee of the year, and “we deal with a lot of employees,” said Ivette Duarte, acting associate director of the university’s Career Services Office.

Duarte is a big fan of Martinez. “He does everything we ask of him,” including working to organize career days at the university and serving on a career office steering committee, she said.

But foremost, she said, “he’s always looking for talent.” As a result, she continued, six students from the university gained Department internships last summer, including the college’s first Pickering and Rangel fellows.

Several, she said, have also taken and passed the Foreign Service exam, for which Martinez holds preparation sessions. ■

*The author is deputy editor of State Magazine.*





# Brace Yourself

BUT TALK TO YOUR DOCTOR FIRST **BY REGINA McCLELLAND**

Have you noticed people in the office wearing wrist or neck braces and wondered whether this is a warning sign of underlying ergonomic problems in the workplace?

Brace yourself. Or better yet, don't brace yourself—until you consult your physician. Meanwhile, read on for information on preventing and treating ergonomic injuries.

Our bodies can do impressive things, but excessive daily use of the upper extremities can lead to injuries. Computer use is often blamed for upper-extremity strains, particularly of the hands and wrists. Pain can develop when the computer's mouse is used with a bent wrist. Computer users may also experience tingling and numbness or a burning sensation in the hands, wrists, arms and shoulders. Ergonomics, which tailors work environments to a person's size, physical abilities and cognitive behavior, identifies these feelings as symptoms of cumulative trauma disorders. These disorders occur during an activity and can become more intense at night.

You might experience such symptoms outside the office, when you lean on one arm as you read at night, do needlework, use your computer or play tennis, guitar or video games. Whether to attribute an ergonomic injury to work or off-hour activities is difficult, but all stresses add up. Therefore, focus on prevention.

Public awareness of ergonomics and carpal tunnel syndrome appears to have increased the use of braces. Some computer users wear wrist braces to seek relief from hand and wrist pain instead of correcting the wrist posture. In some cases, the wearer is self-treating by trial and error, and starts using a brace without seeking a medical evaluation. This might or might not work. Working while using a brace can exacerbate symptoms or even create new ones. According to researchers at Yale University, wearing wrist supports or braces during keyboard use restricts hand motion, can reduce blood flow or pinch nerves and redirects forces from the wrist to the forearm. Purchasing a brace may be a waste of money or worsen the injury. Studies on the effectiveness of braces in the prevention of cumulative trauma disorders are inconclusive.

Identifying and correcting poor ergonomic setups at work can be very effective. But it is important that the interventions be the right ones, particularly when an injury has occurred. Remember those back belts that hardware

store employees used to wear? The National Institute for Occupational Safety and Health concluded that back belts do not prevent back injuries and can do more harm than good for workers who have pre-existing medical conditions such as high blood pressure. It's far better to practice proper lifting techniques or use mechanical aids such as hand carts.

Medical professionals with expertise in ergonomics or physical therapy may recommend various types of splints, supports and braces. These can play an important part in physical rehabilitation by restricting ergonomically undesirable motions or isolating affected musculoskeletal elements. If you have pain, you should seek a medical evaluation from a professional who can determine if and when it is appropriate to wear braces.

There are many nonsurgical interventions for these disorders, but, in rare cases, a medical professional may recommend surgery for a disorder that has worsened over time. Surgical outcomes are not always good, however. The emphasis should be on preventing injuries by optimizing the setup of the workplace, rather than trying to correct injuries after they occur.

Ergonomic injuries are not an inevitable part of your future, if you follow these rules:

- Sit and stand with good posture.
- Set up and adjust equipment so that your body is in a neutral position.
- Move tools and equipment within easy reach.
- Take breaks to walk or perform different tasks.
- Don't ignore early warning signs of injury, such as pain, numbness, tingling or restricted motion.
- Don't use braces or similar devices without consulting a medical expert.
- Evaluate the impact your nonwork activities may play in your injury.
- Get educated on ergonomics.

Start preventing ergonomic injuries. And remember that harm can be caused by the uncontrolled use of braces. So, consult with a medical expert and have a workstation assessment done before requesting or purchasing one of these devices. ■

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*The author is a safety specialist with the Safety, Health and Environmental Management Office.*



# Cultural Artists End Year With Upbeat Performances

The Foreign Affairs Recreation Association and the State of the Arts Cultural Series recently hosted performances featuring three talented pianists and the Department's choral ensemble, the T-Tones.

Jacob Frasch, a graduate of the Oberlin Conservatory in Ohio and the Peabody Institute in Baltimore, played—very well—Johannes Brahms' *Intermezzo in A major*,

*Op. 118, No. 2* and the first three movements of Joseph Haydn's *Sonata in E-flat major*.

Dr. Stephanie Bruning holds degrees in piano pedagogy and performance and has performed extensively as a soloist and chamber musician throughout the United States and Holland. She played four movements of Maurice Ravel's *Le Tombeau de Couperin*, a surprisingly light-hearted work given that it was dedicated to the memory of Ravel's friends who died in World War I.

She played the first movement of Béla Bartók's *Sonata for Piano* with sensitivity and left the audience in an

upbeat mood as she closed with Scott Joplin's *Rag-Time Dance*.

Gala Gurinovich was born in Omsk, Siberia, and emigrated to Israel, where she earned a master's degree in piano from Tel Aviv University. She played selections by Rachmaninoff, Scriabin, Chopin and Liszt with a vitality and vigor that captured the essence of the works.

The T-Tones are well known for their parodies of holiday carols. Led by Kathryn Shultz and accompanied on piano by Steve Honley, the group tickled audience members' funny bones and sent them back to their offices smiling. ■

*The author is a computer specialist in the Executive Secretariat.*



## Coming Events

**February 11**

Christopher Watson, piano

**February 25**

George Stone III, jazz pianist

**March 11**

TBA

**March 25**

Fabian Faccio, pianist, and Mauricio Batanzo, cellist

Performances are on Wednesdays at 12:30 p.m. in the Dean Acheson Auditorium

# Appointments



## U.S. Ambassador to Turkey

James F. Jeffrey of Virginia, a career member of the Senior Foreign Service, class of Career Minister, is the new U.S. Ambassador to the Republic of Turkey. Previously, he was deputy national security advisor at the National Security Council. Before that, he was principal deputy assistant secretary for the Bureau of Near Eastern Affairs. He has been chargé d'affaires in Iraq, ambassador to Albania and deputy chief of mission in Iraq, Turkey and Kuwait. He served in the Army in Vietnam.



## Special Envoy for the Six-Party Talks

Sung Y. Kim of California, a career member of the Senior Foreign Service, class of Counselor, is the Special Envoy for the Six-Party Talks with the rank of Ambassador. Previously, he headed the Office of Korean Affairs. He has also served in Seoul, Tokyo, Kuala Lumpur, Hong Kong and the Office of Chinese Affairs. He is married and has two daughters.

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## retirements

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### FOREIGN SERVICE

Aloisi, Jonathan Mark	Jones, Judith Ann
Atkinson, Beverly J.	Marin, Margaret C.
Brazeal, Aurelia E.	Martin, Paul Jerome
Brennan, Edward A.	McMahan, Mark
Carson, Judy W.	Mendez, Robert
Coffman, Steven P.	Mertz, Mary M.
Cohen, Roger N.	Meyers, Alfreda E.
Connell, Lawrence F.	Neal, Timothy Duke
Cunniffe, Terence Roger	Rhodes, Patricia K.
Darmiento, Michael Joseph	Rose, Gary Eugene
Davis, Kathleen R.	Roubachewsky, Ann Marie
Donovan, Lynn Elizabeth	Ruth, Josef Karl
Dunne, Charles William	Wanagel Jr., Michael
Gedney, Roy C.	Weldon, Alix Edelmira
Ishii, Jean H.	Zodrow, Jarilyne R.
Johnson, Bradford H.	

### CIVIL SERVICE

Caswell, Stephanie J.	Persinger, Martha Jane
Eighmie Jr., James Wilson	Trembler, John M.
Ferry, Brenda W.	Van Dessel Jr., August
Lee, Deborah S.	Van Laningham, Lilly C.
Pappas Jr., Daniel J.	Vesterby, Karen M.



# Obituaries



**Lawrence L. Arthur**, 59, a retired Civil Service employee and former Foreign Service officer, died Nov. 30 in Virginia of multiple myeloma. He worked in the Passport Office; Asylum Office; Refugee Office; Bureau of Democracy, Human Rights and Labor; Sinai Multinational Force and Observers; and Directorate of Defense Trade Controls. He loved travel and motorcycling.

**Arvilla “Billie” Brown**, 90, a retired Foreign Service secretary, died Nov. 28. She served in Laos, Sri Lanka, Germany, Iceland, Kenya, Sierra Leone and Indonesia. She retired in 1978 and moved to Leesburg, Fla., in 1980. She was active in her church and volunteered with Habitat for Humanity.

**Paul Y. Jhin**, a retired Foreign Service and Civil Service employee, died Nov. 18. He served in the Army and, during the Korean Conflict, with the Marines. He worked for the U.S. Agency for International Development from 1979 to 1988 and retired in 2001.



**John N. Kennedy**, 66, a retired Foreign Service specialist, died Oct. 26 of cancer in Charleston, S.C. He served in Paris, Saigon, Vienna, Pretoria, Ibadan, Montreal and Harare. He also led delegations to the Ukraine and Kazakhstan to negotiate data links for Nuclear Risk

Reduction Centers. He was an avid golfer and baseball fan.

**Robert Arthur Merian**, 82, a retired Foreign Service officer with the U.S. Information Agency, died Nov. 24. He had Alzheimer’s disease and lived in Richmond, Va. He joined the agency in 1961 and served in Dhaka, Manila, Saigon, Colombo and New Delhi. He was active in his church and was a missionary in India.



**Charles “Pat” Patterson**, 90, and his wife **Laura S. Patterson**, 91,

died from injuries received in a car accident in Temple Hills, Md., in late November. Both were retired Civil Service employees with more than 30 years’ service in the Department. Both volunteered with the Red Cross after retirement.



**Martha Reed Skoug**, 76, wife of retired Foreign Service officer Kenneth N. Skoug Jr., died Oct. 12 of pneumonia in Alexandria, Va. She accom-

panied her husband on assignments to Munich, Guadalajara, Prague (during the 1968 Soviet invasion), Moscow and Caracas. She supported mission social and humanitarian activities at her posts and was a prize-winning painter.



**Howard F. Smith**, 78, a retired Foreign Service specialist, died Nov. 14 of cancer in Billings, Mont. He served in the Army and joined the Department in 1956. He was a budget and fiscal officer in Taiwan, Thailand, Ecuador, Mexico, Brazil, Argentina, El Salvador, Ghana, Kenya, Morocco, the Netherlands, Indonesia and Austria. He retired in 1986. He enjoyed traveling, food, bowling and doing crossword puzzles.



**Carol H. Stoddart**, 80, wife of retired Foreign Service officer Jonathan “Jock” Stoddart, died Nov. 9 of acute pneumonia and cardiac arrest in Arlington, Va. She accompanied her husband on postings to Naples and Brussels, where she organized an English conversation group for NATO wives. She enjoyed painting, reading and politics.

**Virginia Hill Stephens**, 86, widow of retired Foreign Service officer Richard H. Stephens, died Nov. 20 in Arlington, Va. She was a secretary on Gen. Patton’s staff during World War II. She accompanied her husband on postings to Paris, Porto Alegre, Sydney, Hong Kong, Tokyo and Santo Domingo. She earned a degree in gemology and traveled the world collecting rock specimens. She created a fashion import business in Peru and loved gardening, gem faceting, painting and sculpting.

**Robert Gerald VanDuyn**, 95, a retired employee of the U.S. Agency for International Development, died Oct. 13 in Lowville, N.Y. He served two tours in Thailand. He also helped establish the Peace Corps and served with the United Nations Educational, Scientific and Cultural Organization in Indonesia. After retirement, his great interest was organizing grocery stores to provide provisions to food pantries for the poor in New York.

*In the event  
of a death*

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960.

## The Aha! Moment



When the Bureau of Western Hemisphere Affairs planed its 2008 Chiefs of Mission Conference, the sky was the limit—and in many cases, the preferred medium of communications. The bureau pulled out all the electronic stops to tie together mission chiefs from 30 countries. They participated in more than 33 outreach activities during the three-day conference.

The bureau partnered with the bureaus of International Information Programs

and Public Affairs to use a bag full of the latest electronic telecommunications tools—Webcasts, podcasts, Web chats, Facebook, digital video conferences and the Department's America.gov Web site—to link such diverse groups as students, trade groups, academics, nongovernmental organizations and think tanks with the mission chiefs. The wired conference reached more than a thousand people throughout the hemisphere.

For some, success can be a sterling performance appraisal; for others, it could be that long-awaited promotion to the corner office. For the Department's 16 Diplomats in Residence, it's the Aha! moment.

These senior Foreign Service officers act as the Department's talent scouts by serving a year-long tour on a college campus, which they use as a base from which to cover as many schools in a region as possible. They may teach, serve as guest lecturers or simply meet with students—always on the lookout for that moment when, in the middle of a discussion on the Department and the Foreign Service, the student's eyes flash with the sudden knowledge that this is the career for them—the “Aha! moment.”

Some might argue that justice runs a

close second to freedom in building a viable state, especially when many modern nations lack the police forces and criminal justice systems to counter crime, terrorism and other threats to civilization. The Bureau of International Narcotics and Law Enforcement Affairs' Office of Civilian Police and Rule of Law acts as the Department's hub in helping develop criminal justice systems around the world. The office manages and advises police, justice and corrections programs overseas, primarily in post-conflict environments.

Since 1994, the bureau has deployed more than 7,000 U.S. law enforcement personnel to 14 post-conflict missions.

Last but never least, a final salute to our colleagues en route to their final posting: *Lawrence L. Arthur; Arvilla “Billie” Brown; Paul Y. Jhin; John N. Kennedy; Robert Arthur Merian; Charles “Pat” Patterson; Laura S. Patterson; Martha Reed Skoug; Howard F. Smith; Virginia Hill Stephens; Carol H. Stoddart; and Robert Gerald VanDuyn.* ■

*Rob Wiley*  
Rob Wiley  
Editor-in-Chief

## Coming in March

- Embassies Battle Gender-Based Violence
- Department Geographers Move Beyond Maps
- Entry Level Officers Learn the Ropes—in Baghdad
- ... and much more!

# LYING IN STATE: LAST ACTION MEMO HERO

IT'S AN ACTION-PACKED OPENING WITH THE EMBASSY UNDER ALIEN ATTACK AND THE HERO DEFENDING IT USING ONLY EXPENDABLE OFFICE SUPPLIES.



FINALLY THE HERO FINDS AND DESTROYS THE UNDERSEA LAIR OF THE EVIL SPACE ALIENS, SAVING THE WORLD.



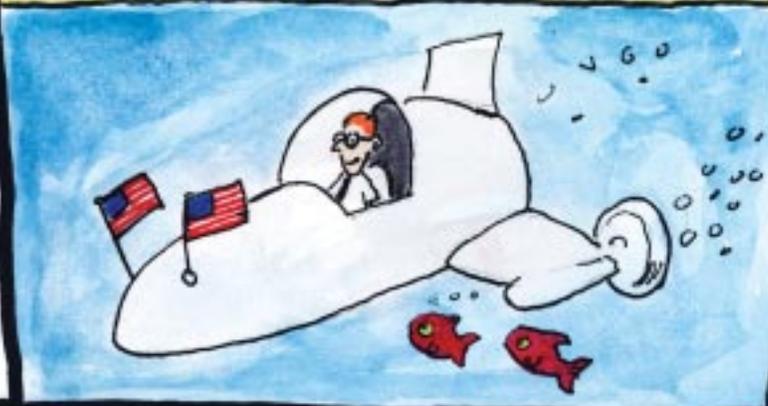
SO BE HONEST: WHAT DID YOU THINK OF MY SCREENPLAY?



WELL, THE HERO WHO WORKS AT THE EMBASSY KIND OF SOUNDS LIKE HE'S BASED ON YOU...



THEN THERE'S THE EXCITING CAR CHASE, WITH THE HERO DRIVING THE AMBASSADOR'S CAR WHICH TURNS INTO A SUBMARINE..



...SO IN RECOGNITION OF HIS EXPLOITS THE HERO IS PROMOTED AND THEN GIVEN A STRETCH ASSIGNMENT TO EMBASSY RITZOVIA?

YEAH, I GUESS THAT LAST PART MIGHT SOUND A LITTLE FAR-FETCHED...





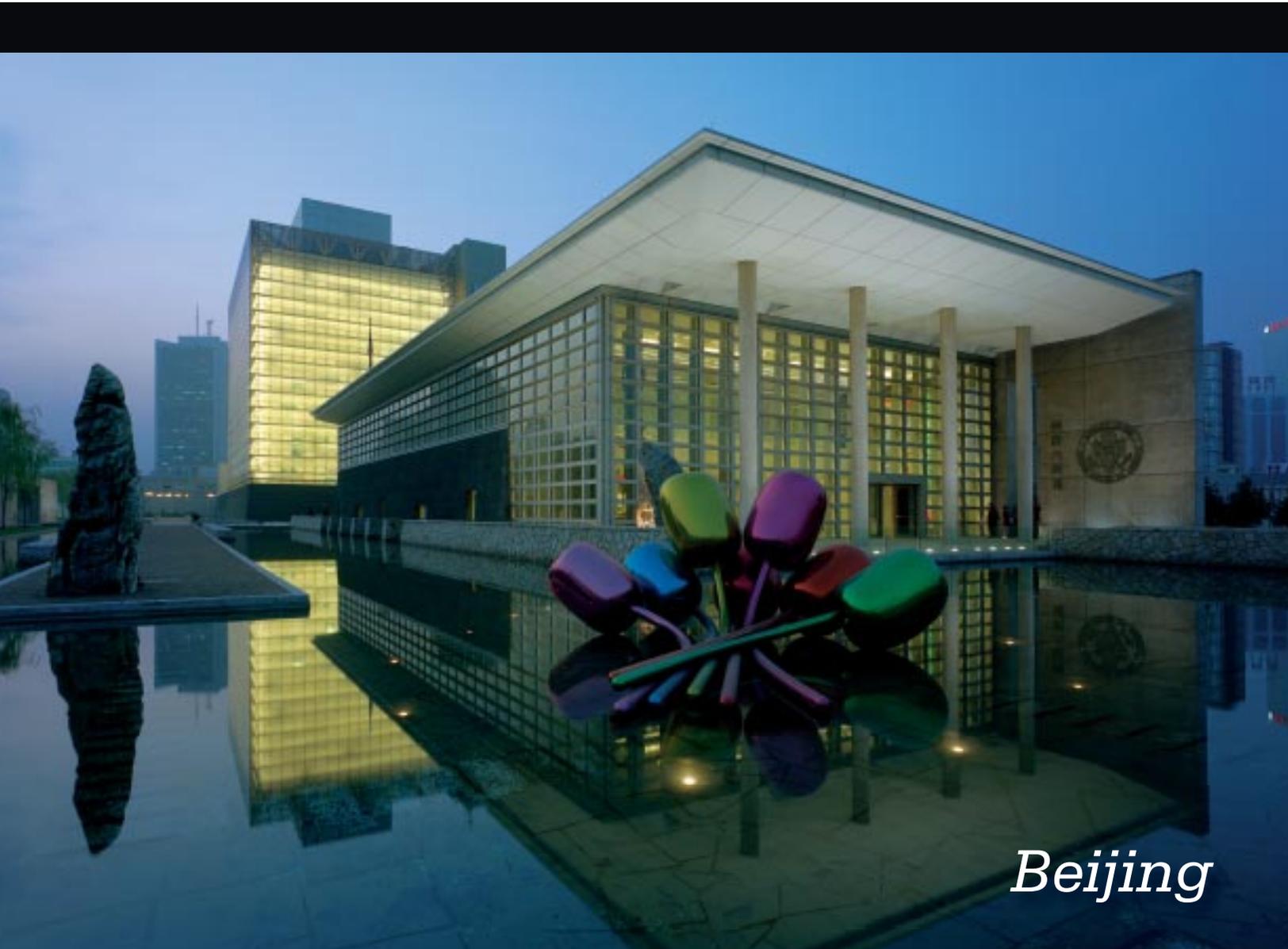
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